

FY 2009 WEED AND SEED COMMUNITIES COMPETITIVE APPLICATION

I. NAME AND LOCATION:

SITE/NEIGHBORHOOD NAME: **Eastside, Springfield, and the Urban core**

CITY: **Jacksonville**

STATE: **Florida**

USAO DISTRICT: **Middle district of Florida**

CONGRESSIONAL DISTRICT: **3rd congressional district**

CONTACT PERSON (INCLUDE NAME, TITLE, PHONE & EMAIL):

Office of Mayor Peyton

City of Jacksonville

904.255.8282 office

904.252.4800 mobile

@coj.net

PROPOSED WEED AND SEED SITE – BASIC DESCRIPTION:

APPROXIMATE SIZE OF SITE: 4.79 SQUARE MILES 26,592 POPULATION

IS THIS AN AREA IN A JURISDICTION WITH AN EXISTING WEED AND SEED SITE? No

IF YES, PROVIDE SITE NAME: N.A

IDENTIFY SPECIFIC BOUNDARIES OF THE DESIGNATED FOCUS AREA: PROVIDE THE STREET NAME/NUMBERS THAT BORDER THE DESIGNATED WEED AND SEED AREA. IF STREET ADDRESSES ARE NOT AVAILABLE, THEN PROVIDE ALTERNATIVE DESCRIPTORS (EG, HIGHWAY NUMBER).

WEST BOUNDARY: **I-95**

EAST BOUNDARY: **Martin Luther King/Talleyrand**

SOUTH BOUNDARY: **Bay street/7th street**

NORTH BOUNDARY: **Martin Luther King Boulevard/17th Street**

INDICATE THE CENSUS TRACT #'S (CT) INCLUDED IN THE SITE:

COMPLETE CT'S 3, 4, 10, 11, 12, 13, 15, 16, 17 AND 18

PARTIAL CT'S: N.A.

RURAL OR INDIAN TRIBE/TRIBAL COMMUNITY: YES _____ NO X

II. EXECUTIVE SUMMARY: :

STATEMENT OF THE PROBLEM (A BRIEF BUT COMPREHENSIVE ASSESSMENT OF KEY COMMUNITY CONDITIONS):

The City of Jacksonville is experiencing a high rate of violent crime. Parts of the City, especially the proposed Weed and Seed area, are being lost to hopelessness and despair. Law-abiding citizens are living in fear and young people are being swept up in a tide of violent behavior that increasingly fails to ebb.

The proposed Weed and Seed Area, relative to other locations in Jacksonville, is afflicted with high rates of criminal activity, poverty, unemployment, teenage pregnancies, and of health-related issues such as infant mortality and STDs.

The prevalence of criminal activity and the associated social issues are not merely anecdotal. The following community initiatives and/or studies have been completed over the last few years:

1. Jacksonville Journey Task Force (December 2007-June 2008);
2. Health: Place Matters, (March 2008), Duval County Health Department;
3. Troubles, Triumphs, and Promises: Assessing the Needs and Assets of the East Jacksonville Core Neighborhood, (October 2007), University of North Florida, Northeast Florida Center for Community Initiatives, Department of Sociology and Anthropology (October 2007);
4. Reducing Murder: A Community Response, (2006) JCCI Report to the Citizens of Jacksonville

From one study to the next, the overall theme remains: Violent crime and criminal activity are impacting the quality of life in the City of Jacksonville, but most importantly the Proposed Weed and Seed Area which falls within Zone 1 (Crime Zone, Health Zone, and School Zone).

DEMOGRAPHICS (A DESCRIPTION OF THE PROPOSED WEED AND SEED COMMUNITY RELATIVE TO THE PROBLEMS AND CORRECTIVE MEASURES PLANNED):

The City of Jacksonville's proposed Weed and Seed area, located in the urban core within Zone 1, is comprised of the following neighborhoods: Historic Springfield, Downtown, and East Jacksonville. The active neighborhood associations within the Area are: Springfield Preservation and Revitalization Inc., Springfield Improvement Association, Springfield Business Association, Downtown Vision, Inc., East Jacksonville Neighborhood Resource Center, Oakland Trace, Parks at the Cathedral, Planet Watch and the Sheriff's Advisory Council (Sub-Sector A and B). Historically, these areas were among the earliest developments in Jacksonville and were teeming with population growth, housing and economic development, recreational activities and industries well into the mid-twentieth century. The proposed Weed & Seed Area's total population is 26,592, with 82% African American and the remaining 18% White and Other races.

As the City of Jacksonville has experienced growth, the Weed and Seed areas of development mentioned above have slowed or ceased growing completely. The population is now stagnant and/or in decline. While Historic Springfield is experiencing resurgence, it too has been affected by the recent decline in the mortgage industry. To its credit, Springfield has formed a strong neighborhood association and is working to reverse some of the effects of suburban sprawl. The other areas which surround Historic Springfield have seen only minimal housing and economic development as well as a decrease in jobs and employment opportunities. It is anticipated that some of the efforts used in Springfield's redevelopment will be employed within the other neighborhoods in the Weed and Seed Area. While several of these areas once flourished with opportunity, they are now identified as "hot spots" for crime, particularly violent crime, especially as it relates to drug activity. In comparison to the rest of Jacksonville, this area shows a marked increase in the levels of poverty, unemployment, high-school drop-outs, teen-age pregnancy, and female-headed households.

STRATEGY PLAN/DESIGN (KEY POINTS AND ELEMENTS):

In response to the high rate of criminal activity, the Mayor's Office, the Jacksonville Sheriff's Office (JSO), and FreshMinistries (a local non-profit) initiated discussions on the most appropriate plan of action. From these discussions, the Weed and Seed Steering Committee (WSSC) was formed in order to implement strategies designed specifically for the proposed Area.

Law Enforcement Strategy: The primary goal of the law enforcement component is to reduce violent crime and criminal behavior in the proposed Weed and Seed Area. Deeply interwoven with crime in this area are gun violence and the narcotics trade, which is often the cause of the gun violence. JSO will work in collaboration with Bureau of Alcohol, Tobacco and Firearms (ATF), and the Drug Enforcement Administration (DEA) to address crime as it relates to gun violence and narcotics through its Operation Safe Streets program.

Community Policing Strategy: The primary goal of the community policing component is to focus on creating a safer and more stable environment by improving the lines of communications and the level of trust between police, citizens, businesses and other stakeholders in the proposed Weed and Seed Area. JSO will work with the WSSC and the Weed and Seed Coordinator to ensure local residents are integrated into the policing activities, through neighborhood meetings, events and other team-building activities and joint problem solving initiatives.

Prevention, Intervention and Treatment Strategy (P/I/T): The primary goal of the P/I/T component is to enhance and expand the community-based resources in the proposed Weed and Seed Area. The P/I/T activities will be managed by the Weed and Seed Coordinator, under the direction of the WSSC, with the first objective to secure a "Safe Haven" within the proposed area. The Eastside Resource Center has been identified as a natural and logical site. Additionally, the P/I/T component will develop communications to inform residents of current social service programming as well as developing programs that address community needs such as youth programming.

Neighborhood Restoration Strategy: The primary goal of the neighborhood restoration component is to improve the quality of life by focusing on the physical environment. This component will be implemented in conjunction with the P/I/T component under the management of the Weed and Seed Coordinator. These activities will include dedicated efforts to improve the appearance of the neighborhoods and foster economic development, through improvements to real property, area amenities and neighborhood clean-up activities, and other vital social service needs as identified during the community assessment phase.

OUTCOMES AND PERFORMANCE MEASURES (MAY USE A "BULLET POINT" STRUCTURE):

Weed Effort (Over five year implementation plan):

- ❖ Reduction in violent crimes, drug-related, gun crimes and youth-related crimes;
- ❖ Increase in drug arrests, particularly dealers and suppliers;
- ❖ Increase in prosecutions with maximum penalties at the local, state and federal level;
- ❖ Increase in positive police presence, visibility and citizen interaction; and
- ❖ Increase in citizen satisfaction and perceived safety.

Seed Effort

- ❖ A dedicated individual to coordinate "seeding" activities;
- ❖ A community "Safe Haven" resource center (direct-connect services);
- ❖ Enhanced and/or Expanded educational opportunities;
- ❖ Increased community identification and pride;
- ❖ Increased youth and adult programs (prevention and intervention);
- ❖ Increase in new, affordable housing and home ownership; and
- ❖ Improved infrastructure including roads, parks and utilities.

DEMONSTRATION OF COLLABORATIVE EFFORTS (I.E., SPECIFIC INFORMATION ABOUT OUTREACH EFFORTS AND SECURED WORKING RELATIONSHIPS WITH LOCAL, STATE AND FEDERAL PARTNERS/PROGRAMS):

The City of Jacksonville's Weed and Seed effort is the result of numerous agencies and organizations working collaboratively to address the high crime and quality of life issues in the target area. To ensure project success, the following partners have committed time and/or resources: the City of Jacksonville (COJ); the Jacksonville's Sheriff's Office (JSO); the US Attorney's Office (USAO); the State Attorney's Office (SAO); the Drug Enforcement Administration (DEA); the Bureau of Alcohol, Tobacco and Firearms (ATF); FreshMinistries; the Sheriff's Advisory Council (ShAdCo); the Jacksonville Children's Commission, the Boys and Girls Club of NE Florida; the Bridge of NE Florida Inc.; Downtown Vision; the East Jacksonville Initiative; the Eastside Environmental Council; and Phoenix Avenue Mini-Mart and Soul Food Restaurant; and a number of local community residents.

DEMONSTRATION OF ABILITY TO LEVERAGE RESOURCES (I.E., SPECIFIC INFORMATION DETAILING REALIGNMENT AND REALLOCATION OF LOCAL RESOURCES/FUNDING, AS WELL AS ON SECURED ADDITIONAL PROGRAM FUNDING/SUPPORT):

In developing the community needs assessments, the City of Jacksonville invested \$43,400 for the Jacksonville Journey Task Force Assessment (which included a host of agencies and organizations that participated over a six-month period to assess and finalize recommendations). FreshMinistries invested \$50,000 in the East Jacksonville Study conducted by the University of North Florida (UNF), as well as currently provides operational cost for Jacksonville's Eastside Neighborhood Resource Center (which will be the proposed Weed and Seed Area's Safe Haven). To date, FreshMinistries has invested over \$10 million in Jacksonville's Urban Core and will continue to evaluate and seek program funding to support initiatives that focus on education, health care, affordable housing, economic development, safety and security and family strengthening;

Under the Project Safe Neighborhoods Anti-Gun Initiative (2008), a Public Safety Analyst was hired in the JSO's Crime Analysis Unit to collect, analyze and disseminate crime data relative to the use of weapons. The analyst has worked closely with Patrol and Investigations throughout the agency's Operation Safe Streets initiatives and will continue these efforts within the designated Weed and Seed area. Analytical products include extensive use of mapping technology, including hot spots, repeat addresses, and offender addresses. This analysis has assisted in directing changes in concentration and/or strategy in OSS areas and has been very useful in measuring the effectiveness of each undertaking.

Currently, JSO is working with the Police Executive Research Forum (on a project funded by the US Department of Justice, 2007 Byrne Memorial Justice Assistance Grant) to analyze and improve JSO's use and delivery of police resources in the city's most problematic areas for violence. Specifically, the focus is non-domestic-related gun violence. The project includes analysis of the various enforcement and community policing elements of Operation Safe Streets, strategies that will be used for the Weed and Seed area.

The research project comprises increased and refined micro-targeting and the infusion of problem-oriented responses by specially trained officers working with analytical support in a controlled study scenario. The project also includes reviewing the special features of OSS that target the most prolific violent offenders. The research aspect of this project will have been completed prior to the anticipated start of this Weed and Seed program, which will enable us to better direct our OSS-type efforts for maximum benefit specific to the area.

While these funds are not secured at the submission of this proposal, it is necessary to consider Mayor John Peyton's proposed budget for FY2008-2009 currently before City Council:

1. Increasing Police Presence & Investing In Neighborhoods: \$13,566,980
2. Keeping Kids Productive & Safe: \$15,721,665
3. Focusing on Ex-Offender Re-Entry: \$1,509,750

In fact, Mayor Peyton's budget recommendation this year for FY2008-2009 includes more than \$30 million for the City's public safety investment.

Additionally, Jacksonville has budgeted \$4 million of dedicated match in FY 2008 and FY 2009, respectively, for federal matching funds and will contribute the required 25% match for the Weed and Seed project.

III. A. PROVIDE A MAP OF THE PROPOSED SITE DELINEATING ITS PERIMETER, AND SHOWING ITS RELATION TO THE CITY OR COUNTY, AS APPROPRIATE.



DESCRIPTION -- PART I CRIMES [DATA FROM 2005, 2006, AND 2007]: PROVIDE DATA FOR ALL FIVE OF THE SPECIFIED AREAS. ALSO, PROVIDE DATA RELATED TO SIGNIFICANT CRIME INDICATORS FOR YOUR PROPOSED AREA. USE ACTUAL NUMBERS, NOT PERCENTAGES.

6

SOURCE(S) OF DATA:

Jacksonville Sheriff's Crime Analysis Unit
Data from Incident and Arrest Reports

PROVIDE A COMPREHENSIVE ANALYSIS OF THE DRUG AND VIOLENT CRIME PROBLEM IN THE DESIGNATED AREA COMPARED TO THE CITY, COUNTY AT LARGE OR TRIBAL LAND IN WHICH THE DESIGNATED AREA RESIDES. INCLUDE THE MOST SERIOUS AND/OR INTRACTABLE PROBLEMS FACING LOCAL RESIDENTS (E.G., HOMICIDE, DRUG-RELATED CRIME, GANG-RELATED VIOLENCE, HIGH NUMBER OF RESIDENTS UNDER CORRECTIONAL SUPERVISION, ETC.). INCORPORATE STATISTICAL DATA TO SUBSTANTIATE ANALYSIS.

The proposed Weed and Seed area comprises 3.4% of the jurisdiction's total population yet accounts disproportionately for 8.2% of violent crimes committed (2005, 2006 and 2007):

Murder – 8.2%
Forcible Rape – 7.7%
Aggravated Assault – 11.5%
Robbery – 8.2%

The area also accounts for 13.8% of all drug arrests made over the last three years. Much of this activity involves gun violence. Within that time frame, there were 556 separate incidents involving a gun, accounting for 790 offenses (particularly Aggravated Assault and Robbery to an Individual) and 141 arrests.

Drug activity is also a recurring problem, and many of the incidents of assault and murder that occur in the area involve drug transactions. Of those violent incidents where victim and suspect are strangers, many are the result of the victim unwittingly being in the wrong place at the wrong time when these drug-related incidents occur.

Prostitution is another crime problem in the Weed and Seed site, with 7.7% of all prostitution arrests occurring in the area. The Jacksonville Sheriff's Office's Vice Unit conducts on-going deployments targeting both prostitutes and their customers. Most of those arrested are multiple re-offenders.

III. C. SOCIAL PROBLEMS AND NEEDS

ADDITIONAL NEIGHBORHOOD DATA: PROVIDE DATA FOR AT LEAST THREE OF THE SPECIFIED AREAS (NOT INCLUDING OTHER) RELATIVE TO EACH PROBLEM AREA OF YOUR STRATEGY, TOGETHER WITH APPLICABLE OTHER AREAS RELATIVE TO YOUR STRATEGIC PLAN.

	2005		2006		2007	
	PROPOSED SITE	COMPARISON SITE	PROPOSED SITE	COMPARISON SITE	PROPOSED SITE	COMPARISON SITE
% BELOW**		11.9%		13.9%	NOT AVAILABLE	NOT AVAILABLE
POVERTY						
GRADUATION	45.5%	54.5%	46.7%	50.7%	49.2%	64.3%
RATE						
POPULATION						
AGE GROUPS						
UNDER 20						242,100
20-64						517,724
65 AND						89,335
OVER						

SOURCE(S) OF DATA:

****U.S. CENSUS BUREAU 2000 INDICATES A 13.9% RATE FOR % OF INDIVIDUALS BELOW POVERTY, IN CALCULATING THE TOTAL FOR THE DEFINED WEED AREA CT'S 3, 4, 10, 11, 12, 13, 15, 16, 17 & 18, THE TOTAL INDIVIDUALS BELOW POVERTY IS ESTIMATED AT 42%. BASED ON THE POVERTY TOTALS FOR JACKSONVILLE IN 2005 AND 2006, IT CAN BE SURMISED THAT THE DEFINED AREA IS STILL WITHIN A SIMILAR RANGE.**

U.S. CENSUS BUREAU, AMERICAN FACTFINDER, 2005 AND 2006 AMERICAN COMMUNITY SURVEY, TABLE S1701, U.S. CENSUS BUREAU, AMERICAN FACTFINDER, 2007 GENERAL DEMOGRAPHICS ESTIMATES, TABLE DP-1

DUVAL COUNTY PUBLIC SCHOOLS, SCHOOL DEMOGRAPHIC, ASSESSMENT, AND ACCOUNTABILITY DATA

DESCRIBE THE UNDERLYING CAUSES OR CONDITIONS THAT CONTRIBUTE TO THE CRIME AND OTHER PROBLEMS. INCLUDE DATA FOR THE MOST SERIOUS AND/OR DIFFICULT PROBLEMS THAT YOU SEE CONTRIBUTING TO CRIME FACING LOCAL RESIDENTS (E.G., HIGH UNEMPLOYMENT, LOW INCOME, HIGH DROPOUT RATE, HIGH TEENAGE PREGNANCY RATE, HIGH NUMBER OF ABSENTEE LANDLORDS AND ABANDONED PROPERTY, ETC.). FOR CONTEXT, COMPARE AND CONTRAST THREE OR MORE DEMOGRAPHIC AND/OR NEIGHBORHOOD INDICATORS RELATIVE TO THE PROBLEMS FOR THE DESIGNATED AREA WITH THOSE FOR THE CITY, COUNTY OR TRIBAL LAND IN WHICH THE DESIGNATED NEIGHBORHOOD RESIDES. INCORPORATE STATISTICAL DATA TO SUBSTANTIATE ANALYSIS.

The proposed Weed and Seed area is within the heart of the City of Jacksonville's Zone 1. The City's Zones are divided by zip codes and are consistent in the areas of Crime, Health and Public Schools. In March of 2008, the DCHD published a study that focused on "people's health as it relates to where they live." Zone 1 is also identified as the City's Urban Core. According to the "Health: Place Matters study," (2006 data):

- Zone 1 is 26% below poverty, while Zone 3 (South Jacksonville) is 5% below poverty and the City is 10.3%;
- Zone 1 has a population density of 2,766.5 people per square mile, while Zone 3 has 1,109 per square mile;
- Zone 1 contains the largest number of minority residents at 83.2%, while Zone 3 and Zone 6 have the lowest at 18.7% and 18.2%, respectively;
- Zone 1 has the lowest average household income at \$21,815, while Zone 3 has the highest average household income at \$53,972 and the City's average household income at \$41,118;
- Zone 1 has the lowest level of education (percent of population with Greater than a High School Education) with 32.1% having more than a high school diploma, while Zone 3 having 38.8 with more than a high school diploma and the City has 53.6 with more than a high school diploma;
- Zone 1 has an unemployment rate of 7.03%, while Zone 3 has an unemployment rate of 2.4%. Zone 1's unemployment rate is 100.9% higher than the City of Jacksonville's overall unemployment rate of 3.5%;
- Zone 1 has the highest rate of murders at 43.4 (per 100,000), while Zone 3 has 5.5 with the City of Jacksonville at 13.5. Zone 1's murder rate (per 100,000) is 221.5% higher than that of the City;
- Zone 1 has the highest rate of teen (15-19 years old) pregnancy at 81.33 (per 1,000), while Zone 3 has the lowest rate of teen pregnancies at 26.86 (per 1,000) and the City of Jacksonville at 51.2;
- Zone 1 has the highest percent of low birth weight babies with 13.07%, while Zone 3 has 8% and the City at 9.5%. Similarly, Zone 1 has the highest rate of infant mortality with 13.1 per 1,000 births;
- Zone 1 has the highest STD rate (15 – 19 years old) at 8,633.7, while Zone 3 has the lowest rate of STDs at 1,754.5 or 48.4% and the City at 3,937;
- Zone 1 has the highest rate of emergency room visits (intentional injuries – combination of homicide and suicide – primarily due to fights and brawls, followed by gun assaults) at 1,438.3 (per 100,000) while Zone 3 has the lowest rate at 297.8 and the City at 650.9.

The pervasive social issues in the proposed Weed and Seed Area are consistent with the themes identified in a research brief conducted by the National Institute of Justice, "When Violence Hits Home: How Economics and Neighborhood Play a Role," in that household economics and neighborhood economics play a role in intimate violence and therefore could easily translate into the same general population as well.

III. D. CRIME, SOCIAL PROBLEMS AND NEEDS ANALYSIS --

DESCRIBE THE CRIMINAL ACTIVITY AND SOCIAL PROBLEMS THAT WILL BE A PRIMARY FOCUS OF THE WEED AND SEED SITE EFFORTS:

Violent crime as it relates to gun violence, the narcotics trade and prostitution will be the focus of the Weed and Seed Area effort. In the Weed and Seed Area there have been cases of violence in which the victim and the suspect were acquainted. Typically, these victim/suspect relationships are usually drug related as buyer/seller. The most consistent violent crime reported is Aggravated Battery, with the majority of these cases identified as domestic in nature. With more officers engaged and active in the Weed and Seed Area, the panhandlers and homeless individuals (public campers) will be noticed and processed as well.

While crime is certainly a hot button issue, the social problems which are more often the contributing factors to criminal behaviors will be a primary focus of this effort as well. The social problems most prevalent in the Weed and Seed Area are:

- ❖ Poverty;
- ❖ Unemployment;
- ❖ High-School drop-outs;
- ❖ Educational support (mentors) and opportunities;
- ❖ Unidentified or under-utilized resources;
- ❖ Lack of community resources;
- ❖ Lack of community youth programs;
- ❖ Lack of citizen safety and security;
- ❖ Poor condition of infrastructure;
- ❖ Poor condition of homes and businesses and;
- ❖ Lack of economic activities;

DESCRIBE/PRIORITIZE THE TOP 4 MOST PRESSING COMMUNITY NEEDS, AND PROVIDE EVIDENCE THAT THE COMMUNITY HAD INPUT INTO IDENTIFYING AND PRIORITIZING THESE NEEDS:

The "Top 4 Most Pressing Needs" of the Proposed Weed and Seed Area are as follows:

1. Intensified response to violent crime and criminal behavior;
2. Enhanced communications and trust with residents and JSO;
3. Recognized community center/Safe Haven and one-stop shop for direct-connect services, especially youth programs and adult; and
4. Improved quality of life (neighborhood restoration)

These "needs" have been identified through a number of community assessment tools. From a study conducted by the JCCI on Jacksonville's Reducing Murder Study (2006); a community assessment conducted by the University of North Florida, which included surveys and focus groups within the proposed area (Fall 2007); a study conducted by the Duval County Health Department, Health: Place Matters (2008); and Mayor Peyton's most recent anti-crime initiative "The Jacksonville Journey."

In addition to the recent community needs assessments, Weed and Seed community members were actively involved in monthly meetings held at the East Jacksonville Resource Center. During these monthly meetings members discussed their community needs as well as potential solutions. As part of the Weed and Seed Steering Committee's Strategic Planning, the core group met with the community, during their most recent community meeting (July 24th) to discuss community needs and/or concerns and to review the result of the past assessments. In this meeting, the residents and stakeholders identified the most pressing needs and made recommendations to

the Weed and Seed Steering Committee, as reported in this proposal.

PROVIDE RESEARCH AND OTHER INFORMATION THAT SUPPORTS THE SELECTION OF THE WEED AND SEED TARGET LOCATION CRIMINAL AND SOCIAL PROBLEM ACTIVITIES -- INCLUDING COMMUNITY PERCEPTIONS:

The selection of the proposed Weed and Seed Area was the concerted effort of Jacksonville, JSO, and FreshMinistries, but most importantly the community.

This effort evolved over the last few years and is supported by JSOs Crime Analysis data as well as the following studies:

- ❖ Jacksonville Journey Task Force (December 2007-June 2008);
- ❖ Health: Place Matters, (March 2008), Duval County Health Department;
- ❖ Troubles, Triumphs, and Promises: Assessing the Needs and Assets of the East Jacksonville Core Neighborhood, (October 2007), University of North Florida, Northeast Florida Center for Community Initiatives, Department of Sociology and Anthropology (October 2007);
- ❖ Reducing Murder: A Community Response, (2006) JCCI Report to the Citizens of Jacksonville

As evidenced by these recent studies, and the ongoing efforts of Jacksonville, JSO and FreshMinistries, the community was the driving force of these assessments and ultimately the selection of the proposed Weed and Seed area.

Jacksonville Journey Executive Order 07-14 (2007-2008): *Section 1. Background.* The citizens of Jacksonville know first-hand the effect violent crime is having on our community. They have watched in the courtroom, the classroom and the community as young people head down a path that leads to one side or another of a tragic criminal equation. They have seen the devastating effect of violent crime on families, friends and neighbors. We are deeply concerned not only about the individuals involved, but about the implications this trend has for the future of the City of Jacksonville. The remedy for this problem presents an enormous challenge, but the answer is the same one that has always brought success in this great city: We must act together, and we must act now. While it is true that an enhanced law enforcement presence is a big part of the answer, a comprehensive solution should take a three-fold approach that includes law enforcement, prevention and targeted intervention. The time has come for the citizens, community leaders and governmental officials of the City of Jacksonville to reverse the downward spiral of streets, neighborhoods and our entire community by taking positive action to keep Jacksonville's story of hope, promise and surmounting the odds from becoming a tale of hopelessness, violence and economic stagnation.

Health: Place Matters (Spring 2008): According to the Duval County Health Department, "People's health is influenced by where they live." Where people live is made up of many physical, social and cultural factors. From the physical environment such as safety, toxins and compromised environmental infrastructure, to social and cultural factors such as stress, economic status, and limited access to health care, these factors interact with one another to show how "place matters." The report shows examples, based on Jacksonville "Zones," of how multiple social, physical and cultural barriers to health and well being tend to be concentrated in certain parts of the City. In fact Zone 1, the Proposed Weed and Seed area is within Zone 1, repeatedly shows up as a concentrated area with major health issues.

East Jacksonville Core Neighborhood Study Summary (Fall 2007): There are some serious issues facing the East Jacksonville Core neighborhood. The residential structures are quite old, and many are in fair or poor condition. Many are small houses and are appraised at significantly lower rates than much of the rest of Duval County. On the other hand, there are areas of the neighborhood that are in much better condition than many in Jacksonville would have suggested. These "promising pockets" represent an important asset for the neighborhood, and a potential source of energy from which efforts to improve the area can draw.

Similarly, the business infrastructure of the neighborhood is also in serious disrepair, with many vacant buildings and vacant lots, and little in the way of economic opportunity for those living in the community. Again, however, there is some optimism in that, while vacant, some of these business properties could provide the base for a renewal of the local economy in the neighborhood, without the dislocation of residents so often accompanying urban renewal and development. Combined with the few all ready established businesses, this represents a great opportunity for growth.

As is confirmed by media portrayals, and responses from focus groups and interviews, there is significant crime and police action within the core neighborhood area. And, this activity has been consistent for a number of years. While some efforts have been successful in dealing with the criminality, it is clear that significant work remains.

JCCIs Report to the Citizens of Jacksonville (2006): Jacksonville has a serious murder problem despite the fact that, in many ways, the community is getting safer. The rates of violent crime have declined significantly over the past 15 years, and the murder rate in 2005 is less than half that of 1990. Nationally, Jacksonville's murder rate is in the middle of the pack among similar-sized cities. However, Duval County's murder rate per capita has consistently ranked the highest or second-highest in Florida for the past 17 years and has been increasing since 2001, with an extraordinarily high number of murders in the first half of 2006. Every murder is an unacceptable tragedy, and nearly all are preventable.

The committee examined the complex individual, environmental, and social factors that influence the murder rate in Jacksonville and reviewed national research on successful approaches to lower murder rates. As a result, the committee recommended a comprehensive strategy to address and lower the incidence of murder in Jacksonville.

"The core of the strategy is full community involvement in directly confronting violent behavior and addressing the underlying factors behind Jacksonville's murder rate. No single solution exists. Instead, the community needs to work together to implement a broad approach to reducing violence."

PROVIDE A COMPREHENSIVE ANALYSIS OF THE PERSISTENT JUVENILE AND ADULT DRUG AND VIOLENT CRIME PROBLEMS IN THE DESIGNATED AREA COMPARED TO THE CITY OR COUNTY-AT-LARGE:

The proposed Weed and Seed area comprises 3.4% of the jurisdiction's total population yet accounts disproportionately for 8.2% of violent crimes committed (2005, 2006 and 2007):

Murder – 8.2%

Forcible Rape – 7.7%

Aggravated Assault – 11.5%

Robbery – 8.2%

The proposed Weed and Seed area Juvenile arrests account for 18% of the violent crime committed (2005, 2006 and 2007).

The area also accounts for 13.8% of all drug arrests made over the last three years. Much of this activity involves gun violence. Within that time frame, there were 556 separate incidents involving a gun, accounting for 790 offenses (particularly Aggravated Assault and Robbery to an Individual) and 141 arrests. The drug-related juvenile arrests accounts for 7% of all drug activity in the Weed and Seed area.

Drug activity is also a recurring problem, and many of the incidents of assault and murder that occur in the area involve drug transactions. Of those violent incidents where victim and suspect are strangers, many are the result of the victim unwittingly being in the wrong place at the wrong time when these drug-related incidents occur.

DELINEATE ANY SPECIAL CHARACTERISTICS OF THE COMMUNITY. [I.E. POPULATION DEMOGRAPHICS, CULTURAL CONCERNS, GEOGRAPHICAL FACTORS (I.E., BROWNFIELDS, ISOLATED AREAS, JURISDICTIONAL

NATURE OF TRIBAL LANDS),HOUSING STOCK AGE AND PERCENTAGE OF OWNER-OCCUPIED DWELLINGS, HOUSING CODE VIOLATIONS AND LOCATIONS, TRANSIENCE RATE (AREA'S TURNOVER), PRESENT AND PROJECTED COMMUNITY PUBLIC AND PRIVATE INVESTMENT PROJECTS.)

The proposed Weed and Seed area is with Zone 1. Below is a litany of community characteristics that are prevalent throughout the target area.

- Zone 1 is 26% below poverty;
- Zone 1 has a population density of 2,766.5 people per square mile;
- Zone 1 contains the largest number of minority residents at 83.2%, the actual percentage for the defined Weed and Seed area is 82%;
- Zone 1 has the lowest average household income at \$21,815;
- Zone 1 has the lowest level of education (percent of population with Greater than a High School Education) with 32.1% having more than a high school diploma,;
- Zone 1 has an unemployment rate of 7.03%, which is 100.9% higher than the City of Jacksonville's overall unemployment rate of 3.5%.

The median age of the housing stock of the proposed Weed and Seed area is as follows (2000 Census Bureau):

Census Tract 3: 1949	Census Tract 13: 1951
Census Tract 4: 1952	Census Tract 15: 1955
Census Tract 10: 1974	Census Tract 16: 1991
Census Tract 11: before 1940	Census Tract 17: 1965
Census Tract 12: before 1940	Census Tract 18: 1957

The total number of occupied housing units in the proposed Weed and Seed area is 10,108, with 32% (3,268) units identified as owner-occupied and 68% (6,840) identified as renter-occupied units.

The projected community public and private investment projects include the Mayor's Proposed Jacksonville Journey Safety Budget of \$30 million (policing, youth programs, education, and neighborhood restoration) and the Springfield Main Street project currently underway at approximately \$8 million to complete streetscape and roadway improvements to North Main Street from 4th to 12th Street.

PROVIDE A COMPREHENSIVE DESCRIPTION OF SERVICES, GAPS AND DUPLICATION OF SERVICES AND THE NEED TO COORDINATE SERVICES IN THE TARGET AREA. (I.E. TRAINING, JOB READINESS PROGRAMS, REMEDIAL EDUCATION, COMMUNITY SUPPORT SYSTEMS DRUG TREATMENT CENTERS, SCHOOLS, PARKS AND RECREATION, NEIGHBORHOOD ORGANIZATIONS.)

Based on the litany of resources available in the proposed Weed and Seed area, there are a number of assets within the community. Most often these resources are not accessible and/or the community was not aware of the availability (as reported in multiple studies and confirmed in the community meeting). By implementing a strategy to connect the dots, via a coordinator and a Safe Haven, these resources can be accessed and utilized. In some cases, these resources are community wide and therefore somewhat competitive. Or, as in the case of the PAL program, it operates throughout Jacksonville, but is inactive in the proposed Weed and Seed area.

Training, Job Readiness Programs:

- ✓ Jacksonville Hospitality Institute (an initiative of FreshMinistries) provides hospitality training; job placement and supportive services to the unemployed, underemployed, homeless and otherwise disadvantaged youth and adults.
- ✓ NEFCAA/R.F. Kennedy Center provides job training and employment readiness;
- ✓ Youthbuild Program, City of Jacksonville (males 16-24) provides job readiness and job placement assistance;

Remedial Education:

- ✓ NEFCAA/R.F. Kennedy Center education assistance in GED/ABE;
- ✓ Florida Community College at Jacksonville provides GED/ABE assistance;
- ✓ Youthbuild Program, City of Jacksonville (males 16-24) provides GED instruction, leadership development;
- ✓ Developing Adults with Necessary Skills (DAWN) program provides GED, life skills and vocational preparation classes to assist sentenced 18 to 23 year old males to successfully integrate into society when released from detention;

Community Support Systems:

- ✓ East Jacksonville Neighborhood Resource Center (an initiative of FreshMinistries) provides residents with a host of direct connect services and youth programs;
- ✓ First Coast African American Chamber of Commerce – Minority Outreach Program addresses the disparities that exist with the African American business community;
- ✓ Jacksonville Housing Authority provides safe, clean and affordable housing and effective social services to low and moderate income families and individuals;
- ✓ Jacksonville Urban League provides health, nutrition screenings, early intervention programs, parental classes, a comprehensive child development program that promotes “school readiness;”
- ✓ NEFCAA/R.F. Kennedy Center education assistance in GED/ABE, tutoring, and mentorship;
- ✓ United Way of Northeast Florida Inc./Full Service Schools/Springfield Family Resource Center provides after school programs, and medical support services (counseling and behavior management);
- ✓ We Care Jacksonville, Inc./Mobile Health Outreach Van provides primary care medical services to adults;
- ✓ Youth Crisis Center/Project Safe Place/Community Outreach provides services to runaway and troubled youth;
- ✓ Hubbard House provides domestic violence resources to victims of intimate abuse;
- ✓ Daniel Memorial provides care and treatment for abused, abandoned and neglected children;
- ✓ Duval County Health Department/WIC & Community/Nutrition Services/Jacksonville Central provides WIC assessments, certification and voucher support;
- ✓ Greater Springfield Resource Center provides mental health counseling, after-school programs, crisis intervention, behavioral services, information & referral, mentoring, after-school homework assistance, family visitor services, and public assistance;
- ✓ Family Nurturing Center of FL., Inc. provides parenting classes and supervised visitation support;
- ✓ Shands Jacksonville provides health care services;

Drug Treatment Centers:

- ✓ Gateway Community Services provides housing for adults in recovery from substance abuse;
- ✓ River Region Human Services/CHAMP provides homeless with mental health services and permanent supportive housing;

School(s) and School Support Programs:

- ✓ John Love Elementary;
- ✓ R.L. Brown Elementary;
- ✓ Andrew Robinson Elementary;
- ✓ J. Allen Axson Elementary;
- ✓ Matthew Gilbert Middle;
- ✓ Darnell Cookman Middle;
- ✓ Beulah Beal;
- ✓ Kirby Smith Middle;
- ✓ M.V. Rutherford Alternative Ed;
- ✓ Florida Community College of Jacksonville, Main Campus;
- ✓ City of Jacksonville, Community Services Division, Club REC provides homework assistance, report card incentives and rewards, field trips and summer camps with extended options;
- ✓ Duval County Public Schools Guidance Services provides student and parent assistance programs;
- ✓ Duval County Public Schools Health Services provides emergency health care planning, health counseling, community referrals, follow-up and home visits;

- ✓ Jacksonville Public Library/Brown Eastside Branch provides people with learning opportunities to enlighten, encourage, inspire, and enrich;
- ✓ Project Strengthening Our Students (SOS) programs focus on positive youth development and strengthening families by empowering parents and educating youth to make healthy choices.

Parks and Recreation

- ✓ Armory Building;
- ✓ A. Phillip Randolph Heritage Park;
- ✓ Bay and Broad Pocket Park;
- ✓ Buster Ford Checkerboard Park;
- ✓ Confederate Park;
- ✓ Confederate Playground;
- ✓ Edwards Park;
- ✓ Flossie Brunson Eastside Park;
- ✓ Hemming Plaza;
- ✓ Henry J. Klutho Park;
- ✓ Hogan's Creek Greenway Expansion;
- ✓ Jessie B. Smith Pocket Park
- ✓ John N. McPherson Park;
- ✓ Julius Guinyard Park;
- ✓ Liberty Park;
- ✓ Manson "Buff" Felder Park;
- ✓ Oakland Park;
- ✓ Ritz Pocket Park;
- ✓ Robert F. Kennedy Park;
- ✓ S-Line Rail Trail;
- ✓ Warren W. Schell Jr. Memorial Park;
- ✓ Adopt a Park Program

Neighborhood Organizations:

- ✓ Habitat for Humanity of Jacksonville, Inc./Habijax provides affordable home ownership;
- ✓ Springfield Preservation and Revitalization Council (SPAR) provides community empowerment for redevelopment;
- ✓ Springfield Improvement Association;
- ✓ Springfield Business Association;
- ✓ Downtown Vision, Inc.;
- ✓ East Jacksonville Housing Alliance builds affordable housing in East Jacksonville;
- ✓ Environmental Justice for East Jacksonville work with the community in assessing health and environmental pollution issues;
- ✓ Eastside Advisory Committee works with the community to address neighborhood health or environmental issues;
- ✓ Oakland Trace;
- ✓ Parks at the Cathedral;
- ✓ Planet Watch;
- ✓ Sheriff's Advisory Council

Children and Youth Programs

- ✓ Brewer Center serves Jacksonville's children, located in the target area, special emphasis on literacy through collaborative partnerships;
- ✓ Boys & Girls Clubs of NE Florida provides positive youth development activities;
- ✓ Jacksonville's Children's Commission Team Up program provides academic instruction, tutoring and enrichment activities during the school year (provided at some sites during the year), provides grants to nonprofit organizations that run summer camp programs;
- ✓ Police Athletic League (PAL) is a Youth Leadership program designed to provide value focusing on

academics, sports, behavior, discipline and positive attitudes to develop and enhance relationships in their communities;

ADDRESS WHY EXISTING PUBLIC RESOURCES DO NOT ADEQUATELY ADDRESS THE CRIME OR SOCIAL PROBLEMS:

While there are public resources dedicated or slated to be dedicated (Jacksonville Journey – Safety Budget) to the Proposed Weed and Seed area, these efforts are not currently being implemented in a coordinated and collaborative effort. It is anticipated that through this effort resources will be leveraged and managed to attain a better return on the cumulative groups' investment.

DESCRIBE THE LOCAL RESOURCES THAT CAN BE BETTER COORDINATED OR FURTHER DEVELOPED THROUGH WEED AND SEED TO ADDRESS THE IDENTIFIED PROBLEMS.

Currently there are multiple agencies and organizations addressing the needs within the proposed Weed and Seed Area. Jacksonville and JSO are in the process of implementing the Jacksonville Journey Public Safety Recommendations which will have a direct impact on the Weed and Seed, as most of the recommended funding is targeted to programs and initiatives located within Zone 1, one of the areas identified as representing the greatest need. An example of these resources are as follows:

Increasing Police Presence and Investing in Neighborhoods:

- ✓ Increase Police Presence and Reduce Crime in our Neighborhoods (County-wide) - \$10,803,980
- ✓ Crime Haven Elimination Programs (Zone 1 initially) – \$963,000
- ✓ Provide Neighborhood Job Opportunities (Zone 1 initially) - \$1,800,000

Keeping Kids Productive & Safe:

- ✓ Out of School Suspension Centers (County-wide) - \$1,495,549
- ✓ Team Up Program (This will fund all eligible Middle Schools across the county and add ten new programs in eligible Zone 1 Elementary Schools) - \$2,137,500
- ✓ Early Literacy (Zone 1 Early Learning Centers) - \$1,500,000
- ✓ After School Recreation Leagues (Add three sites in Zone 1 – additional sites to be added in other “hot spots” in the county) - \$612,680
- ✓ Juvenile Assessment Center - \$328,236
- ✓ Expand Summer Camps (Zone 1) - \$1,156,500
- ✓ Expand City's Summer Jobs Program - \$250,000
- ✓ Maintain Juvenile Crime Prevention/Intervention Programs - \$241,200
- ✓ Repair Neglected City Assets (Zone 1) - \$7,000,000
- ✓ The Jacksonville Commitment, scholarship program - \$1,000,000

Focusing on Ex-Offender Re-Entry:

- ✓ Ex-offender Re-entry Portal - \$600,000
- ✓ Training and Re-entry for Ex-offenders - \$553,5000
- ✓ Ex-offender Employment Program - \$356,250
- ✓ Operation New Hope Re-Entry Program
- ✓ JSO Jacksonville Area Discharge Enhancement Program (JADE)

In addition to the Jacksonville Journey initiatives, FreshMinistries is working on an East Jacksonville Neighborhood Initiative, which is a similar model to the Weed and Seed program structure in that it looks at the community holistically utilizing a six point plan to address community revitalization. By coordinating these efforts with the many other agencies and organizations supporting the proposed Weed and Seed Area, it became clear that a collaborative partnership could have a greater impact than multiple agencies working independently.

IV. PRE-AWARD DEVELOPMENT:

PROPOSED WEED AND SEED AREA SELECTION. DESCRIBE THE PROCESS FOLLOWED TO IDENTIFY AND SELECT THE PROPOSED COMMUNITY.

The proposed Weed and Seed Area has been identified as an area with persistent problems relating to violent crime, drugs and quality of life issues. Over the past few years, a number of initiatives have been implemented by Jacksonville and the Jacksonville Sheriff's Office, FreshMinistries and a host of other agencies and organizations in an effort to restore and revitalize this area. But much of these activities were conducted independently and did not have the collective power of a unified group.

The pre-development process was as follows (Fall 2007 to Spring 2008):

- ✓ Jacksonville's Mayor Peyton was deeply engaged in the Jacksonville Journey Anti-Crime Initiative
- ✓ Jacksonville Sheriff's Office was also involved in the Jacksonville Journey
- ✓ FreshMinistries was in the process of implementing an East Jacksonville Neighborhood Initiative

The resulting factor of both the Jacksonville Journey Initiative study and the East Jacksonville Neighborhood Study: the proposed Weed and Seed Area has "all" the components of the Weed and Seed Strategy, but is not operating within a coordinated frame work. Once this factor was evident to all, the partners began meeting to discuss these initiatives and develop a strategic plan designed to serve the community. In addition to the empirical data obtained, community surveys and input was used to determine the site location.

PROGRAM IMPLEMENTATION ACTIVITIES AND TRACKING. LIST ACTIVITIES UNDERTAKEN AND DESCRIBE THE PRE-AWARD DEVELOPMENT SYSTEM ESTABLISHED FOR TRACKING THEM. APPLICANTS SHOULD: DESCRIBE THE PROCESS USED TO DEVELOP YOUR STRATEGIC PLAN AND BUILD COMMITMENT AMONG THE STAKEHOLDERS IN YOUR COMMUNITY, FOCUS ON AREAS OF GREATEST NEED AND PRIORITY, AND ENSURE THAT EVERYONE INVOLVED IS WORKING TOWARD THE SAME GOALS.

DESCRIBE HOW THIS WAS ACCOMPLISHED IN YOUR COMMUNITY AND OVER WHAT PERIOD OF TIME.

Jacksonville's Weed and Seed community assessment began several years ago. While the multiple studies conducted were not necessarily framed as a Weed and Seed assessment, the data revealed a premise that was consistent with the Weed and Seed Strategy.

Therefore, Jacksonville's anti-crime initiatives (Weed and Seed effort) began in 2006 with the JCCIs Report to the Citizens of Jacksonville on Murder.

- October 2007, FreshMinistries commissioned an East Jacksonville Neighborhood Study to understand the needs and assets of the community and to develop a holistic approach to restoring the community.
- December 2007, Mayor John Peyton, by Executive Order, initiated the Jacksonville Journey. This effort was an anti-crime initiative focusing on the elements of crime and the social causes, especially in Zone 1.
- June 2008, Mayor Peyton, the Jacksonville Sheriff's Office and FreshMinistries met to discuss the formation of a Weed and Seed Committee.
- July 2008, the City of Jacksonville's Weed and Seed Steering Committee began meeting to develop and implement a Weed and Seed Strategy within the proposed Weed and Seed area.
- August 2008, the City of Jacksonville's Weed and Seed Steering Committee will submit the Weed and Seed Application to U.S. Attorney's Local Office; Middle District of Florida for technical review.

DISCUSS EXISTING PARTNERSHIPS THAT HAVE HELPED SHAPE THE DECISION TO USE A WEED AND SEED APPROACH.

The primary partnerships that have shaped this decision are the City of Jacksonville, the Jacksonville Sheriff's Office and FreshMinistries. But within these agencies and organizations are partnerships that were instrumental

in the community vision and provided the framework, based on independent efforts, to encourage and engage other community partners.

DESCRIBE HOW THE STRATEGIC PLAN RELATES TO THE CRIME PROBLEMS AND NEEDS IN THE COMMUNITY.

Weed and Seed Strategic Plan Crime Problems/Weeding Efforts:

The proposed Weed and Seed Area experiences a high level of violent crime (such as Murder and Aggravated Assault) that most often involves guns and drugs. The community residents are fearful and as a result of the criminal behavior are less communicative and trusting of the Jacksonville Sheriff's Office.

Through the implementation of Operation Safe Streets (OSS) and Drug Abatement Response Team (DART) activities such as proactive traffic patrol; police saturation deployments; identifying and locating wanted felony suspects, curfew and truant enforcement; twice monthly traffic safety checkpoints; enhanced coordination between state and federal prosecutors office, it is anticipated that Jacksonville will achieve a consistent reduction in violent crime and criminal behavior.

OSS also contains a "community policing" element that will be integrated into the law enforcement effort to encourage communication and trust between officers and citizens. This effort will include knock and talks; disseminating crime prevention materials; increased bicycle and mounted patrols; and identifying and reporting public safety issues through Citizen Active Response Effort (CARE).

Weed and Seed Strategic Plan Community Needs/Seeding Efforts:

The proposed Weed and Seed Area has a high rate of poverty; unemployment; high-school dropouts; and teenage pregnancies. In addition to these economic barriers, these residents lack community resources to adequately meet their needs, especially youth programs. And in some cases, the resource is available but the community is not aware or informed of the resources available to them. This area also faces infrastructure needs, housing needs and general economic investment activities. It is an older section of Jacksonville that once thrived, but now has experienced a lack of investment.

Through the hiring of a Weed and Seed Coordinator and the designation of a community "Safe Haven," the community will be taking steps to reconcile and coordinate community resources. This will also include community meetings; development of a PR Campaign to inform community members about current programs; recruitment of community members to participate in program services; researching and seeking funding sources to support program expansion; youth specific programs; identifying and engaging employment resource partners and program evaluation.

DESCRIBE ACTIVITIES ALREADY UNDERTAKEN TO BEGIN IMPLEMENTATION OF OUR STRATEGIC PLAN.

- ✓ Organized and formed Weed and Seed Steering Committee, with a local resident and business owner voted in as Co-Chair;
- ✓ Coordinated with the U.S. Attorney's Office;
- ✓ Conducted a Crime Analysis of the Community (JSO Crime Analysis Unit);
- ✓ Selected a Proposed Weed and Seed Area (within size and population guidelines) based on need and community input;
- ✓ Conducted a community needs assessment that included reviewing the most recent area data (studies concentrated on the proposed area);
- ✓ Weed and Seed Steering Committee voted and approved proposed Weed and Seed Site;
- ✓ Resource Review such as the Mayor's proposed Safety Budget of \$30 million with a majority of those funds targeted to Zone 1 (proposed Weed and Seed is within Zone 1);
- ✓ WSSC outlined goals, objectives and implementation tasks based on the proposed area's greatest need;
- ✓ Performance measures were also identified;
- ✓ WSSC has chosen the City of Jacksonville as the Lead Agency/Fiscal Agent;
- ✓ Developed an Implementation schedule;

- ✓ Commenced program implementation activities and tracking;

Activities conducted to date:

Weed and Seed Steering Committee:

- ✓ Selection of Co-Chair and Secretary;
- ✓ Development of Strategic Plan;
- ✓ Meeting Schedule;

Weeding Efforts:

- ✓ JSO is actively engaged in community meetings at the neighborhood associations;
- ✓ JSO has conducted an extensive needs assessment of proposed Weed and Seed area.

Seeding Efforts:

- ✓ Weed and Seed Coordinator identified
- ✓ Proposed Weed and Seed Area "Safe Haven" identified. The East Jacksonville Neighborhood Resource Center currently provides the community with information and consistent communication regarding programming and access to direct-connect services such as social service applications (food stamps, etc.), employment research, transportation assistance, medical care for uninsured injured and/or ill individuals, addiction referrals to intervention groups, literacy support, school choice counseling, legal counsel, etc.

INDICATE STEPS TAKEN TO REVIEW THE STRATEGY, MEASURE PROGRESS, AND UPDATED THE STRATEGY IF NECESSARY.

The Weed and Seed Steering Committee, the City of Jacksonville (Lead Agency) and the Weed and Seed Coordinator have worked collectively to develop, review and provide updates as to the current Pre-planning process and will continue to review the strategic plan to make modifications deemed necessary.

V. PROPOSED DEVELOPMENT PLANS:

Goal 1. (Law Enforcement) Reduce violent crime and criminal behavior in the Weed and Seed area

Objective 1.1: Achieve consistent reductions over time of Part I and Part II crimes.

Strategy 1.1.1 Address crime “hot spots.”

Implementation Tasks: Operation Safe Streets

Activities include: Proactive traffic control; police saturation deployments; Curfew and truant enforcement; Twice monthly Traffic Safety Checkpoints; and program evaluation.

Strategy 1.1.2 Address drug related activities.

Implementation Tasks: Operation Safe Streets and Drug Abatement Response Team

Activities include: Enhanced drug enforcement – reverse stings, buy busts, coordinated warrants execution, etc.,

Responsible Parties: Jacksonville Sheriff’s Office, Drug Enforcement Administration, and the State Attorney’s Office

Timeframes: Ongoing through year one, expanded and enhanced in year two.

Evaluation criteria: Number of Part I and Part II crimes committed; number of drug arrests; and number of cases prosecuted with maximum penalties.

Outcome Measures: Reduction in violent crimes, drug-related crimes and youth-related crimes, increase in drug arrests (particularly dealers and suppliers); and increase in prosecutions with maximum penalties at the local, state and federal level. These outcomes will be measured by JSOs Crime Analysis Data (crime and arrests), prosecutorial data and the Uniform Crime Report data.

Expected Change: It is anticipated that there will be a 5% decrease in crime, annually.

Goal 2. (Community Policing) Focus on creating a safer and more stable environment by improving the lines of communication and the level and trust between police, citizens, businesses and other stakeholders in the Weed and Seed area.

Objective 1.1: Improve the lines of communication and level of trust between police, citizens, businesses, and other stakeholders.

Strategy 1.1.1 Ensure citizens, businesses and stakeholders are familiar with JSO

Implementation Tasks: Operation Safe Streets

Activities include: community Knock and Talks; disseminating crime prevention materials; increased bicycle and mounted patrols; identifying and reporting public safety issues through Citizen Active Response Effort (CARE); and program evaluation.

Strategy 1.1.2 ; Expand and increase citizen, business and stakeholder community policing participation

Implementation Tasks: Operation Safe Streets

Activities include: Expand and enhance community Knock and Talks, information dissemination, increased bicycle and mounted patrols; identifying and reporting public safety issues through Citizen Active Response Effort (CARE); and program evaluation.

Responsible Parties: Jacksonville Sheriff’s Office and the Weed and Seed Coordinator.

Timeframes: Ongoing through year one, expanded and enhanced in year two.

Evaluation criteria: Number of Knock and Talks; number of materials disseminated; number of bicycle and mounted patrols; number of public safety issues reported.

Outcome Measures: These activities will be measured by a pre and post test to determine community perceptions and gauge the level of participation.

Expected Change: It is anticipated that there will be a 5% increase in community perceptions of safety, annually.

It is also anticipated that in Year 2, the Sheriff’s Advisory Council; Safe Haven; and Neighborhood Associations will see a 5% increase in organization participation.

Goal 3. (Prevention/Intervention/Treatment) The Weed and Seed Area residents have the resources necessary to encourage community success.

Objective 1.1 Identify and enhance community-based resources.

Strategy 1.1.1 Identify community-based resources.

Implementation Tasks: Weed and Seed Safe Haven

Activities include: Hire Weed and Seed Coordinator and Designate the East Jacksonville Resource Center as the Weed and Seed Safe Haven; conducting monthly community meetings; develop Weed and Seed PR Campaign;

recruit volunteers; and program evaluation.

Strategy 1.1.2 Develop a community-based resource network

Implementation Tasks: Enhance and/or expand service capacity of partner organizations, especially youth programs.

Activities include: Conduct monthly meetings; identify and seek additional funding sources; develop partner sub-grant process; review and assess partner organizations; encourage new member participation, especially job resource partners; create job resource and training bank; and program evaluation.

Responsible Parties: Weed and Seed Steering Committee and the City of Jacksonville (Lead Agency/Fiscal Agent) and Weed and Seed Coordinator.

Timeframes: Year 1, 1st Quarter – Hire Weed and Seed Coordinator; identify Safe Haven; begin monthly community Weed and Seed meetings. In Year 1, 2nd Quarter – conduct volunteer recruitment. In Year 1, 3rd Quarter – Develop PR Campaign. In Year 1, 4th Quarter – Disseminate PR Campaign. In Year 2, 1st Quarter and through Year 5, – Identify and outline funding sources. In Year 2, 2nd and 3rd Quarter – Develop partner sub-grant process; In Year 2 and through Year 5 – review and assess partner organizations; and encourage new member participation, especially youth and job resource partners. Year 2, 4th Quarter – Create job resource and training bank; conduct program evaluation.

Evaluation criteria: Number of community meetings held; PR information disseminated to community; number of community members seeking assistance at the Safe Haven; number of community members volunteering; Number of grants identified, applied for and received; Partner organizations participating in sub-grant program; Number of new partners; Number of job and training opportunities identified; Outcomes of program evaluation.

Outcome Measures: These activities will be measured by the service capacity of the Safe Haven and the Partner Organizations.

Expected Change: Safe Haven and Partner Organizations will have an annual 5% increase in service capacity (25% over five years).

Goal 4: (Neighborhood Restoration) Improve the quality of life by focusing on the physical environment. .

Objective 1.1 Support neighborhood enhancements through housing improvements, infrastructure improvements (roads, parks and utilities) and neighborhood clean-up activities.

Strategy 1.1.1 Engage the neighborhood in improvement activities.

Implementation Tasks: Neighborhood enhancement activities.

Activities include: Organize and conduct quarterly neighborhood clean-up activities; conduct a neighborhood infrastructure assessment; identify and apply for infrastructure funding for needed improvements; and program evaluation.

Strategy 1.1.2 Engage Public and Private Partners

Implementation Tasks: Neighborhood infrastructure improvements

Activities include: Continue neighborhood clean-up activities, outline infrastructure implementation plan; begin infrastructure improvement activities (based on needs and funding available).

Responsible Parties: Weed and Seed Steering Committee and the City of Jacksonville.

Timeframes: Year 1, Quarterly Clean-up activities; Year 1, 2nd Quarter – Begin neighborhood infrastructure assessment; Year 1, 3rd Quarter – Identify and apply for funding. Year 2 through Year 5 – Infrastructure implementation plan and infrastructure improvements; and conduct program evaluation.

Evaluation criteria: Number of neighborhood clean-up activities held; number of beautification projects undertaken/completed; number of infrastructures undertaken and completed.

Outcome Measures: Outcomes will be measured by the number of projects completed.

Expected Change: The Weed and Seed area will see an 5% increase in the number of projects completed.

V. A. MULTI-YEAR PLAN:

OUTLINE CONCISELY THE PROBLEMS AND TYPES OF INTERVENTION(S) TO ADDRESS THEM OVER THE 5-YEAR FUNDING PERIOD IN ORDER OF PRIORITY.

PROBLEM 1: HIGH LEVEL OF CRIMINAL ACTIVITY, ESPECIALLY MURDER OCCURS WITH IN THE BOUNDARIES OF THE PROPOSED WEED & SEED AREA;

The main components of the proposed Weeding interventions come from the Jacksonville Sheriff's Office's

Operation Safe Streets (OSS), an enforcement and community policing strategy that is designed to address the most serious crime problems in a specific, high crime area while empowering residents to work with police to ensure gains made in reducing the criminal element in their community are maintained. Key aspects of OSS include:

Enforcement

- OSS Officers conduct proactive traffic patrol, stopping law violators when encountered.
- OSS Officers are proactive in challenging suspicious persons, ensuring that Field Investigation Reports (FIRs) are written as needed.
- OSS Officers assist in handling calls for service, especially during peak hours, in their assigned areas.
- OSS Officers take action when curfew violators are encountered.
- OSS Officers pay special attention to the alcohol establishments in the area and take proactive enforcement action when law violations are observed.
- OSS Officers utilize the eWarrants list to locate wanted felony suspects within their assigned areas.
- OSS Officers conduct Curfew and Truant Enforcement activities weekly.
- OSS Officers conduct bicycle deployments weekly in specific areas consistent with crime trends.
- Narcotics detectives conduct weekly Buy Bust Operations in areas known for drug activity.
- OSS Officers conduct weekly police saturation deployments in areas known for high pedestrian and vehicle traffic in an effort to identify and arrest known criminals.
- Traffic Safety Checkpoints are conducted twice a month.
- For this area, prostitution is another major concern of citizens and police. OSS Officers and Zone Patrol Officers working with Vice Officers conduct regular deployments targeting prostitutes and their customers, particularly repeat offenders.
- The High Intensity Traffic Zone (HITZ) program allows officers to take action against trespassers, another problem in the Weed and Seed site that leads to vagrancy, vandalism, panhandling and public camping.
- OSS Sergeants collect the daily records from their team members and compile the information on a Supervisor's After Action report.

Community Policing

- The Gun Bounty Program provides reward money to citizens for information leading to the successful capture of guns and felons. OSS Officers include information on the Gun Bounty when talking with citizens. Tips can be made anonymously. Since OSS began, these efforts have resulted in more than 119 guns being taken off the streets and 123 arrests being made.
- In order to conduct an interactive response to community concerns, Officers conduct Knock and Talk operations. During the Knock and Talks, Officers go into the community and meet with the citizens who live there. They collect the person's name and complete an Operation Contact Card. At this time, Officers encourage citizens to become involved in crime fighting efforts and offer suggestions on how the citizen can stay safe. Officers pass along information regarding how they can join their local Sheriff's Advisory Council (ShAdCo) as well as information on other programs such as the Neighborhood Watch and First Coast Crime Stoppers. They also provide Gun Bounty palm cards and other community involvement materials.
- Officers also identify public safety-related or quality of life issues that can be addressed through departments within the City of Jacksonville (street lights, trash, overgrown vacant lots, pot holes, nuisance properties, junk vehicles on private property, street signs in need of replacement, etc.) and report them through the City of Jacksonville Citizen Active Response Effort (CARE) link from the JSO Laptops home page (<http://care.coj.net/>). The number and type of issues reported is included with the information collected by sergeants and compiled on the daily deployment sheet for each team.
- Currently, a Task Force is working in the Springfield area. Two officers are permanently assigned to handle calls and complaints in Historic Springfield, which is within the Weed and Seed area. The officers work closely with citizens to handle their crime problems. They also provide assistance for community

policing efforts such as Neighborhood Watch and Business Watch. This has proven to be a positive and effective community policing tool.

- Mounted and bicycle unit patrols will be increased to promote greater visibility.

PROBLEM 2: NEIGHBORHOOD RESOURCES ARE NOT COORDINATED AND QUALITY OF LIFE CONDITIONS ARE NOT ACCEPTABLE.

The Seeding interventions were established based on the current, community-focused strategy of the East Jacksonville Neighborhood Resource Center. These interventions further build and enhance the recommendations of the Jacksonville Journey Task Force, as well as support and enhance the weeding efforts.

The interventions include:

Prevention/Intervention/Treatment:

- Weed and Seed Coordinator to effectively manage and ensure community collaboration and implementation of the Weed and Seed Strategic Plan;
- A neighborhood Safe Haven, East Jacksonville Resource Center that will provide local citizens a one-stop shop to direct-connect to services;
- Community Events to be held at the Safe Haven to strengthen community relationships;
- Weed and Seed PR Campaign designed to inform the community about neighborhood resources as well
- Community members participation/volunteer with Safe Haven, Neighborhood Associations and the ShAdCos;
- Development of Neighborhood Associations were none exists;
- Weed and Seed "Seeding" funding strategy to enhance and expand services, especially youth programs, remedial education support and adult job training and job referral programs;
- Weed and Seed Sub-grant process to allow partner organizations to apply and compete for funding to expand services in youth programs, remedial education support and job training and job referral programs;
- JSO Re-Entry Programs

Neighborhood Restoration:

- Neighborhood Clean-up Activities;
- Neighborhood infrastructure assessment;
- Infrastructure and Beautification Plan;
- Infrastructure and Beautification projects, based on the assessment.

BRIEFLY DESCRIBE HOW THE TYPES OF INTERVENTION(S) IDENTIFIED ADDRESS THE PROBLEMS:

Operation Safe Streets (OSS) is an intense patrol and investigative tool that focuses on illegal guns, violent criminals and geographic areas with disproportionate levels of violent crime. OSS began in 2006 utilizing overtime hours for police in clearly identified crime hotspot neighborhoods, focusing on gun violence. These initial efforts are credited with reducing the murder rate by 38% for the last six months of 2006 in comparison to the first six months. OSS has been implemented in several different areas in Jacksonville, all with positive results. These interventions will be tailored to meet the specific needs of the Weed and Seed site.

While enforcement is the major concern of the Jacksonville Sheriff's Office, the strides made could not be maintained without the strong Community Policing efforts inherent in OSS. Engaging the citizens by bringing them in as partners improves their positive interaction with police, improves communication and trust, and gives them a sense that changes can and will occur. This has proven to be the case with the initial OSS activities, and is expected to provide the same successes in the Weed and Seed area.

The Jacksonville Sheriff's Office currently administers the Jacksonville Area Discharge Enhancement Program (JADE), a multi-agency collaboration of City of Jacksonville agencies, service providers and advocates who work together to develop strategies to prevent repeated re-incarceration and homelessness among released inmates. There are two very important components of JADE: the Dismas Project and the Jacksonville Re-Entry Center

(JREC).

The mission of Dismas is to coordinate offender notification meetings to include communicating a focused deterrence message to a targeted group of high-risk offenders who are recently released from State prison and who are returning to Duval County and considered at risk for gun crime or other violent criminal acts. A “hammer and hope” message will be delivered by a combination of law enforcement and community leaders in a coordinated and aggressive law enforcement response to firearms violence, making offenders know they are more visible to police and the community. The “hope” portion of the message will be the connection with necessary services with on-site providers and through the JREC, one stop shop that tailors each person's program to his or her needs.

Special efforts will be made for inmates returning to the Weed and Seed area to ensure they receive the services they require as well as the deterrence message that repeat offending will not be tolerated in the Weed and Seed neighborhoods. These individuals will be tracked by the JADE project to assess their progress.

While law enforcement and community policing are critical elements to this effort, the seeding component will support these activities in that the community will have a Safe Haven to ensure community members are aware and informed of community resources such as prevention services to address educational needs and concerns (elementary and youth), intervention services such as remedial educational activities to assist drop outs attain their GED and treatment services such as drugs, etc. Furthermore, the Safe Haven will encourage service capacity to partner agencies so that there is a network of coordinator resources to ensure success, without duplication of effort, to better leverage community resources.

Neighborhood restoration will further compliment the high rate of criminal activity and behavior by creating a positive physical environment. Furthering this effort, will be infrastructure improvements that will continue to strengthen the neighborhood fabric. With neighbors working collectively to clean-up and improve the area, these positive behaviors will have an impact on negative behavior.

BRIEFLY DESCRIBE THE PLAN FOR PERIODIC REVIEW, PROGRESS MEASUREMENT, AND ANY NECESSARY ADJUSTMENT:

The “Weeding” (OSS) activities and their outcomes are collected and maintained within an internal database. This allows for the analysis of both positive and negative accomplishments and provides an overview of how well the efforts are meeting the objectives. Because this information is fluid, strategies can be adjusted and modified to meet current needs both geographically and programmatically based on the data.

Currently, JSO is working with the Police Executive Research Forum (on a project funded by the US Department of Justice, 2007 Byrne Memorial Justice Assistance Grant) to analyze and improve JSO’s use and delivery of police resources in the city’s most problematic areas for violence. Specifically, the focus is non-domestic-related gun violence. The project includes analysis of the various enforcement and community policing elements of Operation Safe Streets, strategies that will be used for the Weed and Seed area.

The research project comprises increased and refined micro-targeting and the infusion of problem-oriented responses by specially trained officers working with analytical support in a controlled study scenario. The project also includes reviewing the special features of OSS that target the most prolific violent offenders. The research aspect of this project will have been completed prior to the anticipated start of this Weed and Seed program, which will enable us to better direct our OSS-type efforts for maximum benefit specific to the area.

The “Seeding” efforts will be evaluated throughout the project, with activities and their outcomes collected and maintained. Pre and posts tests will be used to determine community participation, at intervals throughout delivery to assess progress and make necessary adjustments to program activities.

V. B. INITIAL 2-YEAR PLANS

PROBLEM 1 (DESCRIBE BRIEFLY) HIGH LEVEL OF CRIMINAL ACTIVITY, ESPECIALLY MURDER OCCURS WITH IN THE BOUNDARIES OF THE PROPOSED WEED & SEED AREA

GOAL 1 (LAW ENFORCEMENT)	Reduce violent crime and criminal behavior in the Weed & Seed Area
OBJECTIVE	Achieve consistent reductions over time of Part I and Part II crimes in the Weed & Seed Area.
STATUS	The Jacksonville Sheriff's Office, Drug Enforcement Administration and State Attorney's Office currently enforce and rigorously prosecute crimes in the Weed & Seed Area. Designation will allow more local and state resources, beyond the federal investment, to be allocated in this area.
OUTCOME MEASURE INCLUDING EXPECTED CHANGE	Reduction in violent crimes, drug-related crimes and youth-related crimes; Increase in drug arrests, particularly dealers and suppliers; Increase in prosecutions with maximum penalties at the local, state and federal level. These outcomes will be measured by analysis of crime, arrests and prosecution data and the Uniform Crime Report data, with an anticipated decrease in crime of 5% annually.
IMPLEMENTATION PLAN INCLUDES:	Proactive traffic patrol; Enhanced Drug enforcement – reverse stings, buy busts, coordinated warrants execution, etc.) Police saturation deployments; Identifying and locating wanted felony suspects; Curfew and truant enforcement; Twice monthly Traffic Safety Checkpoints; Program evaluation; Enhanced coordination between state and federal prosecutors offices.
<u>Year 1 Task or activity</u>	Implement Operation Safe Streets (OSS) and Drug Abatement Response Team activities
PERSON/ORGANIZATION RESPONSIBLE	JSO; DEA; SAO
TIMEFRAME/MILESTONE	Ongoing through Year One
<u>Year 2 Task or activity</u>	Expand and enhance OSS program in the Weed & Seed Area.
PERSON/ORGANIZATION RESPONSIBLE	JSO; DEA; and SAO
TIMEFRAME/MILESTONE	Ongoing through Year 2
FUNDING SOURCES FOR ACTIVITY WEED AND SEED FUNDS: OTHER FUNDING:	City of Jacksonville General Operating Budget JSO Law Enforcement Jacksonville Journey Funding (Safety Budget)

GOAL 2 (COMMUNITY POLICING)	Focus on creating a safer and more stable environment by improving the lines of communication and the level of trust between police, citizens, businesses and other stakeholders in the Weed and Seed Area.
OBJECTIVE	Improve the lines of communication and level of trust between police, citizens, businesses, and other stakeholders in the Weed & Seed area.
STATUS	The Jacksonville Sheriff's Office, as part of their OSS program, interacts with the community on foot, bike and mounted patrol. Designation will allow more local and state resources, beyond the federal investment, to be allocated in this area.
OUTCOME MEASURE INCLUDING EXPECTED CHANGE	These activities will be measured by community events (ShAdCo, the Safe Haven, and knock and talks) using benchmark data available (current perceptions) and then conducting program evaluations throughout the project period to assess community perceptions and increased involvement in community policing activities.
IMPLEMENTATION PLAN INCLUDES:	Knock and talks; Disseminating crime prevention materials; Increased bicycle and mounted patrols; Identifying and reporting public safety issues through Citizen Active Response Effort (CARE); Program evaluation.
<u>Year 1 Task or activity</u>	Implement OSS in the Weed and Seed Area
PERSON/ORGANIZATION RESPONSIBLE	JSO and Weed and Seed Coordinator
TIMEFRAME/MILESTONE	Ongoing through Year One
<u>Year 2 Task or activity</u>	Expand and enhance OSS program; increase community participation in ShAdCo, Safe Haven and Neighborhood Associations.
PERSON/ORGANIZATION RESPONSIBLE	JSO and Weed and Seed Coordinator
TIMEFRAME/MILESTONE	Ongoing through Year 2
FUNDING SOURCES FOR ACTIVITY WEED AND SEED FUNDS: OTHER FUNDING:	City of Jacksonville General Operating Budget JSO Community Policing Jacksonville Journey Funding (Safety Budget

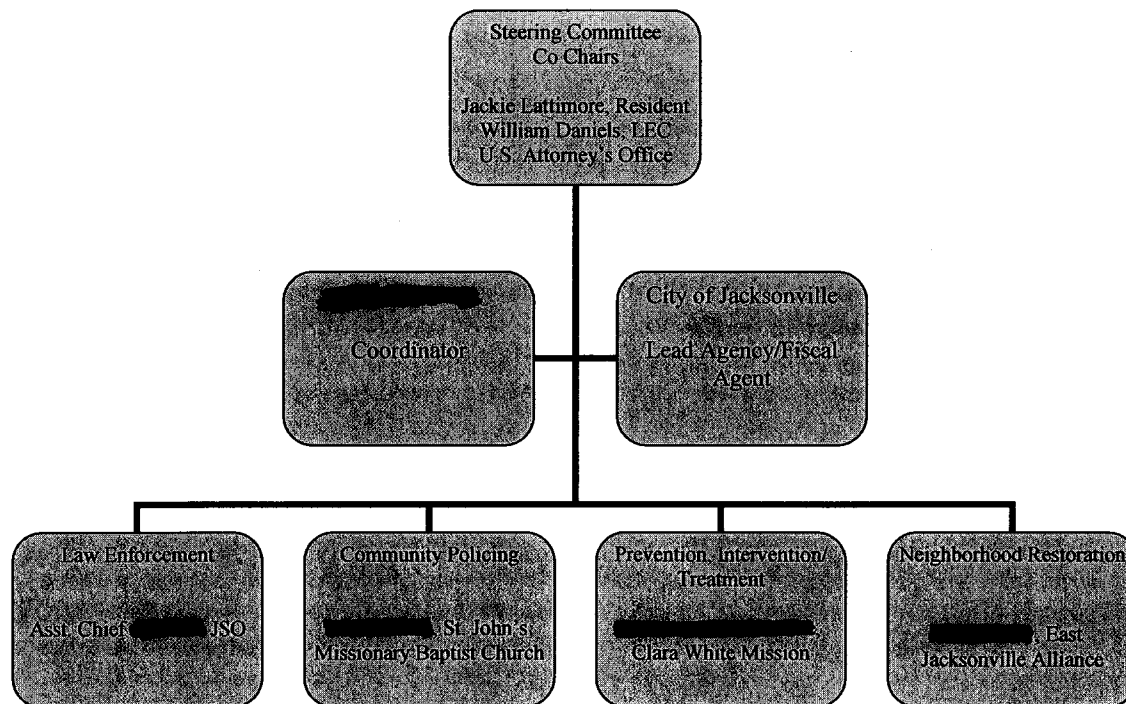
PROBLEM 2 (DESCRIBE BRIEFLY) NEIGHBORHOOD RESOURCES ARE NOT COORDINATED AND QUALITY OF LIFE CONDITIONS ARE NOT ACCEPTABLE.

GOAL 3 (PREVENTION, INTERVENTION, AND TREATMENT)	The Weed & Seed Area residents have the resources necessary to encourage community success.
OBJECTIVE	Identify and enhance community-based resources in the Weed & Seed Area.
STATUS	This effort is currently underway via FreshMinistries
OUTCOME MEASURE INCLUDING EXPECTED CHANGE	Outcomes will be measured by the increase in service capacity of the Safe Haven and partner organizations by serving 5% more residents each year (25% over five years).
IMPLEMENTATION PLAN INCLUDES:	Hiring a Weed and Seed Coordinator; Identifying Weed and Safe Haven; Conducting monthly community meetings; Developing Weed & Seed PR Campaign to inform community members about current programs; Recruiting community volunteers; Identifying and seeking additional funding sources (grants, sponsorships, etc); Increase new partner membership; Identifying and engaging job resource partners; Creating job resource and training bank; Program evaluation.
<u>Year 1 Task or activity</u>	Hire Weed and Seed Coordinator; Designate the Eastside Resource Center as the Weed & Seed Safe Haven.
PERSON/ORGANIZATION RESPONSIBLE	Weed and Seed Steering Committee; City of Jacksonville -- Lead Agency/Fiscal Agency
TIMEFRAME/MILESTONE	Year 1, 1 st Quarter – Hire Coordinator, Identify Safe Haven; Begin monthly meetings and volunteer recruitment in 2 nd Quarter; Develop and disseminate PR campaign in 3 rd and 4 th Quarter, respectively.
<u>Year 2 Task or activity</u>	Expand and/or enhance service capacity of partner organizations; especially youth programs.
PERSON/ORGANIZATION RESPONSIBLE	Weed & Seed Steering Committee, Weed & Seed Coordinator
TIMEFRAME/MILESTONE	Ongoing in Year 2 to Year 5
FUNDING SOURCES FOR ACTIVITY WEED AND SEED FUNDS: OTHER FUNDING:	FreshMinistries Resource Center Operating Budget; Weed and Seed Program Administration; Jacksonville Journey Funding (Safety Budget)

GOAL 4 (NEIGHBORHOOD RESTORATION)	Improve the quality of life by focusing on the physical environment.
OBJECTIVE	Support neighborhood enhancements through infrastructure improvements such as roads, parks and utilities; and neighborhood clean-up activities.
STATUS	This effort is currently underway via FreshMinistries
OUTCOME MEASURE INCLUDING EXPECTED CHANGE	Outcomes will be measured by the number of infrastructure projects undertaken/completed; and the number of beautification projects undertaken/completed.
IMPLEMENTATION PLAN INCLUDES:	Organizing and conducting quarterly neighborhood clean-up activities; Conducting a neighborhood infrastructure assessment; and Identifying funding sources for infrastructure improvements (roads, parks and utilities).
Year 1 Task or activity	Implement neighborhood enhancement program
PERSON/ORGANIZATION RESPONSIBLE	Weed and Seed Steering Committee and City of Jacksonville
TIMEFRAME/MILESTONE	Year 1 (each Quarter) ongoing – Neighborhood Clean-up activities; Year 1, 2 nd Quarter - Neighborhood Infrastructure Needs Assessment
YEAR 2 TASK OR ACTIVITY	Implement infrastructure improvements based on neighborhood assessment and most pressing needs.
PERSON/ORGANIZATION RESPONSIBLE	Weed and Seed Steering Committee, Weed and Seed Coordinator
TIMEFRAME/MILESTONE	Year 2 Ongoing
FUNDING SOURCES FOR ACTIVITY WEED AND SEED FUNDS: OTHER FUNDING:	FreshMinistries Resource Center Operating Budget; Weed and Seed Program Administration; Jacksonville Journey Funding (Safety Budget)

VI. MANAGEMENT STRUCTURE:

PROVIDE A DESCRIPTION OF THE ORGANIZATIONAL STRUCTURE OF THE ENTIRE WEED AND SEED EFFORT. INCLUDE AN ORGANIZATIONAL CHART AND NARRATIVE EXPLAINING THE LINES OF AUTHORITY AND MAJOR RESPONSIBILITIES OF THE STEERING COMMITTEE, SUBCOMMITTEES, LEAD AGENCIES, COORDINATOR AND OTHER STAFF (IF APPLICABLE).



The City of Jacksonville's Weed and Seed Management Plan is as follows:

- A. Fiscal Agent/Lead Agency is responsible for ensuring financial grants management and program implementation (as necessary)
- B. Weed and Seed Executive Committee (Co-Chairs (2), Coordinator (1), Lead Agency/Fiscal Agent (1) and the Subcommittee Chairs (4) for a total of eight members) is responsible for policy matters, public relations and resource development (quarterly meetings);
- C. Weed and Seed Steering Committee (29 members) is responsible for protocol, program planning and program administration (monthly meetings);
- D. Weed and Seed Subcommittees are responsible for strategy implementation, procedures, and program evaluation;
 1. Law Enforcement
 2. Community Policing Subcommittee
 3. Prevention Intervention/Treatment Subcommittee
 4. Neighborhood Restoration Subcommittee
- E. Weed and Seed Coordinator works with the safe haven, the fiscal agent/lead agency, and the Weed and Seed Steering Committee and Subcommittees to ensure onsite supervision, program implementation and information management.

DESCRIBE THE PROCESS FOR DAY-TO-DAY DECISION-MAKING ON MANAGEMENT, ADMINISTRATION, AND BUDGET. AS A PART OF YOUR NARRATIVE, ADDRESS YOUR PLAN FOR HOW RESOURCES WILL BE DEPLOYED IN AN EFFICIENT AND COORDINATED MANNER.

JSO will be responsible for day-to-day operations of the weeding element of the project according to the established policies and procedures of local law enforcement and in partnership with state and federal resources.

The Weed and Seed coordinator will oversee the overall day-to-day operations of the seeding element of the project; however, individual programs, service delivery, and agency functions will be carried out on a daily basis by the organizations administering these operations and programs. The Weed and Seed coordinator will work collaboratively with project partners to ensure that resources are deployed in an efficient and coordinated manner by supporting strong communication between the Weed and Seed Steering Committee, the Subcommittees, the Lead Agency/Fiscal Agent (the City of Jacksonville), community residents and other community stakeholders.

The City of Jacksonville, as the Lead Agency and Fiscal Agent will provide grant administration and financial management. This project is a community project, initiated by the Mayor's office and will be administered under the auspices of the City. The City of Jacksonville manages an annual budget of \$954,000,000 budget and can bring the experience and fiscal management skills to this community project. Over the years, the City of Jacksonville has received and successfully managed grant awards from the U.S. Department of Homeland Security (UASI Program, Emergency Management Programs, Fire Administration Programs); The Department of Justice (Youthbuild); U.S. Department of Health and Human Services (Ryan White Program); etc.

VI. A. Steering Committee

LIST STEERING COMMITTEE MEMBERSHIP

NAME & TITLE	ORGANIZATION	RESIDENT Y/N	TYPE OF SERVICE OR COMMITMENT
Debbie Verges, President	Boys and Girls Clubs of NE Florida	N	Representative, meeting space, and resource for children's programs
Shannon Desmond, Acting Group Supervisor	Bureau of Alcohol, Tobacco and Firearms	N	Representative and law enforcement support
Marcus Haile	Communities In Schools	N	Representative and resource for children's programs
Terry Lorince, Executive Director	Downtown Vision, Inc.	N	Representative and resource for downtown resident's and businesses
Randy Bohman, Assistant Special Agent in Charge	Drug Enforcement Administration	N	Representative and law enforcement support
Janice Love, Resident	East Jacksonville Initiative	Y	Representative and neighborhood resource information
Dorian Baker, Resident	East Jacksonville Initiative	Y	Representative for neighborhood
Wynetta Wright, Resident	Eastside Environmental Council	Y	Representative and neighborhood resource information
Dr. Bruce Grobb, Vice Chairman	FreshMinistries, Inc.	N	Representative, Safe Haven location, staff assistance, neighborhood resource information and meeting space
Kenny Logsdon, Resident	City of Jacksonville, Housing and Neighborhoods Department	Y	Representative and housing and neighborhood resource information
Betsi Bentz,	Jacksonville Children's Commission	N	Representative, meeting space, and resource for children's programs

John Rutherford, Sheriff	Jacksonville Sheriff's Office	N	Representative and law enforcement support, match funding for law enforcement activities
Jackie Lattimore, Business Owner and Resident (Co-Chair)	Phoenix Avenue Mini-Mart and Soul Food Restaurant	Y	Representative
Christine Farley (Secretary)	Resident	Y	Representative
Rosemary Young- Johnson	Resident	Y	Representative
Karmen R. Williams	Resident	Y	Representative
Jay Plotkin	State Attorney's Office	N	Representative and prosecutorial support
Davalu Parrish	The Bridge of NE Florida	N	Representative, meeting space, and resource for children's programs
William Daniels, LEC/Community Resource Specialist (Co-Chair)	U.S. Attorney's Office, Middle District Florida	N	Representative and law enforcement liaison
Angela Dougan Sherrer	U.S. Attorney's Office	N	Representative and law enforcement liaison

DESCRIBE THE ROLES AND RESPONSIBILITIES THE STEERING COMMITTEE ASSUMED IN DEVELOPING THE WEED AND SEED STRATEGY AND THE ROLE THEY WILL CONTINUE TO ASSUME DURING STRATEGY IMPLEMENTATION.

The Weed and Seed Steering Committee (WSSC) was formed in response to a number of initiatives occurring simultaneously such as the City's Jacksonville Journey Task Force, JSOs Operation Safe Streets Initiative, as well as FreshMinistries, Eastside Neighborhood Initiative. These agencies and organizations were working independently to the same end. Realizing a coordinated and collaborative partnership would serve all committed to these efforts, a WSSC convened and worked to develop the strategic plan. The WSSC will continue to work together to modify and make adjustments to the plan, as necessary, in response to community needs and project development.

The WSSC worked with the City, JSO, FreshMinistries and a host of stakeholders to identify the proposed Weed and Seed Area's needs. Once the empirical data was reviewed, the WSSC met with residents to further understand and develop the most community driven strategic plan. While this group was recently established, these efforts have been ongoing now for several years and were simply the coordination of all the area stakeholders.

It is anticipated that the WSSC will meet on a monthly basis in the future. The development and drafting of this application was under the direction of the City with the assistance of the Steering Committee. The development process has taken several months and four meetings of the WSSC to draft and ratify the strategic plan with numerous meetings conducted between City staff, JSO and FreshMinistries in the preparation and development phase.

WSSC members will be responsible for participating in strategic planning, policymaking, and oversight of the Weed and Seed project. Members will also have the delegated authority to represent their agencies and organizations in making firm commitments of resources (e.g., financial and personnel) to the effort.

First and most importantly, the WSSC will hire a full-time Weed and Seed coordinator. WSSC activities will include policy development, creation of inter-agency procedures and protocols, project management, and advocacy. The group will review weeding and seeding and activities, periodic evaluation reports, both verbal and written, and work to keep the project on track and achieving stated goals. They will also implement program adjustment based on progress reports. The WSSC will mediate and resolve implementation issues and coordinate cross-agency collaborations. Additionally, the WSSC will ensure that the coordinator is on task with project goals and objectives and will oversee the work of the project evaluator.

DESCRIBE HOW RESIDENTS PARTICIPATED IN THE DEVELOPMENT OF THE WEED AND SEED STRATEGY:

The proposed Weed and Seed Area residents have played an active role in developing the Weed and Seed Strategy. While Jacksonville, JSO and FreshMinistries were evaluating the problem of crime in the City's "hot spots," through the Jacksonville Journey's Task Force meetings, over the course of 120 days, the Sheriff's Office Advisory Council's neighborhood meetings and the Eastside neighborhood study commissioned by FreshMinistries (Fall 2007), the residents participated in surveys, community meetings and focus groups and interviews to identify community needs, concerns and potential solutions.

Additionally, once the WSSC convened and worked to draft the strategic plan, the community was involved (as members of the committee) as well as through a community meeting held at the Eastside Resource Center.

The sum of all these research tools, but most importantly the input of the community's residents, provided a comprehensive perspective of the proposed Weed and Seed Area.

VI. B. WEED AND SEED SUBCOMMITTEES

PROVIDE THE FOLLOWING INFORMATION ABOUT EACH SUBCOMMITTEES (IF APPLICABLE):

SUBCOMMITTEE NAME: Law Enforcement

Role: To assist in the development, coordination and performance of Law Enforcement and Community Policing efforts; engage citizens in the problem-solving process.

Objective: To ensure compliance with directives set forth by the Steering Committee and analyze results relative to the overall Weed and Seed project.

COMPOSITION: Jacksonville Sheriff's Office (patrol, narcotics, intelligence, and crime analysis), City Code Enforcement Division, Drug Enforcement Administration, State Attorney's Office, US Attorney's Office.

SPECIAL EXPERTISE REFERENCES OR MEMBERS [IF ANY]:

SUBCOMMITTEE NAME: Community Policing

Role: To assist in the development, coordination and performance of Law Enforcement and Community Policing efforts; engage citizens in the problem-solving process.

Objective: To ensure compliance with directives set forth by the Steering Committee and analyze results relative to the overall Weed and Seed project.

COMPOSITION: Jacksonville Sheriff's Office (patrol, narcotics, intelligence, and crime analysis), City Code Enforcement Division, Drug Enforcement Administration, State Attorney's Office, US Attorney's Office.

SPECIAL EXPERTISE REFERENCES OR MEMBERS [IF ANY]:

SUBCOMMITTEE NAME: Prevention, Intervention and Treatment (PIT)

Role: To assist in the development, coordination and performance of PIT efforts.

Objective: To ensure compliance with directives set forth by the Steering Committee and analyze results relative to the overall Weed and Seed project.

COMPOSITION: Residents, Jacksonville Sheriff's Office (patrol, narcotics, intelligence, and crime analysis), Jacksonville Children's Commission, Fresh Ministries, Citizens, Boys and Girls Club of NE Florida, Communities In Schools, The Bridge of NE Florida Inc., US Attorney's Office.

SPECIAL EXPERTISE REFERENCES OR MEMBERS [IF ANY]:

SUBCOMMITTEE NAME: Neighborhood Restoration

Role: To assist in the development, coordination and performance of neighborhood restoration efforts.

Objective: To ensure compliance with directives set forth by the Steering Committee and analyze results relative to the overall Weed and Seed project.

COMPOSITION: Residents, Jacksonville Sheriff's Office (patrol, narcotics, intelligence, and crime analysis), Housing and Neighborhoods Department, City of Jacksonville's Planning Department, City Code Enforcement Division, Fresh Ministries, Downtown Vision, Eastside Environmental Council, US Attorney's Office.

SPECIAL EXPERTISE REFERENCES OR MEMBERS [IF ANY]:

VI. C. WEED AND SEED SITE DIRECTOR

PROVIDE THE FOLLOWING INFORMATION REGARDING YOUR SITE DIRECTOR:

POSITION DESCRIPTION:

This is a full-time position responsible for coordinating the City of Jacksonville's Weed and Seed strategy. This position will be responsible for managing the Safe Haven and coordinating the activities of organizations and agencies responsible for weeding and seeding programs within the proposed area, as well as documentation, and monitoring performance measures with direct supervision provided by the Weed and Seed Steering Committee, Fresh Ministries and the City of Jacksonville providing grant oversight and fiscal management.

The specific duties will include, but may not be limited to, the following:

- ✓ Organize and facilitate Steering Committee and Subcommittee meetings, ensuring that information is disseminated in a timely manner;
- ✓ Serve as the committees, stakeholders and community residents' liaison, ensuring that the resident's needs and concerns are addressed;
- ✓ Coordinate Weed and Seed activities;
- ✓ Track program activities for compliance as directed by the Steering Committee;
- ✓ Maintain accurate program activity records, analyzing success and/or deficiencies;
- ✓ Provide updated crime data, as needed with the assistance of JSO Crime Analysis Unit, to partners;
- ✓ Communicate regularly with Steering Committee, stakeholders and community residents to encourage and increase program participation;
- ✓ Work with the Lead Agency as it relates to Media matters such as news stories, PR, etc.;
- ✓ Identify and enlist the support of new and emerging partnerships as the program evolves;
- ✓ Work with the Fiscal Agent on matters of grant-related expenditures for timely, accurate and efficient reporting;
- ✓ Prepare and submit required activity reports as required by funder;
- ✓ Assist in finding alternative funding sources for new and existing projects within the Weed and Seed Area.

REQUIRED QUALIFICATIONS FOR THE POSITION:

- ✓ Bachelors degree or higher in a Social Service field (or degree in another field with related work experience;
- ✓ Experience working with government and/or community-based organizations;
- ✓ Experience with fund raising;
- ✓ Familiarity with city processes and agencies/policing policies and practices
- ✓ Excellent written and verbal communication skills;
- ✓ Excellent records management skills;
- ✓ Ability to coordinate and conduct meetings; create positive collaborative partnerships with diverse groups;
- ✓ Experience in data collection;
- ✓ Computer skills (Word, Excel, PowerPoint, Electronic communications (Internet and E-mail); and
- ✓ Must pass a full background investigation prior to employment

WHEN AND HOW POSITION WAS/WILL BE ADVERTISED:

In January of 2006, in conjunction with FreshMinistries Urban Core community initiatives, a position for a "Community Project Coordinator" was advertised via Hot Jobs.com. Based on a host of position qualifications such as community and volunteer relations, a selection was made: [REDACTED].

[REDACTED] experience and involvement in the Weed and Seed area since January 2006 includes working with community leaders and residents of the distressed, core-city Eastside neighborhood in an effort to build community awareness, neighborhood watch programs and community improvement initiatives.

PROCESS IDENTIFIED FOR THE REQUIRED BACKGROUND CHECK:

Background check will be consistent with the City of Jacksonville and the Jacksonville Sheriff's Office to ensure candidate compliance with required regulations.

EXPECTED DATE TO FILL POSITION:

Upon program/grant execution.

HOW THE POSITION IS FINANCED THROUGHOUT THE LIFE OF THE STRATEGY:

The Weed and Seed Coordinator will be funded with 100% of Weed and Seed funds Year 1. In Year 2 to Year 5 community match funds will provide funding for the Weed and Seed Coordinator. Additionally, the Committee will seek additional funds to support/continue project funding through other resources (public and private).

VI. D. FISCAL AGENT

REMINDER: TO ENSURE THAT NO ONE ENTITY HAS UNDUE INFLUENCE WITHIN THE STEERING COMMITTEE, THE FISCAL AGENT, CHAIR OF THE STEERING COMMITTEE, AND SITE COORDINATOR MUST NOT BE FROM THE SAME ORGANIZATION.

ORGANIZATION: City of Jacksonville

ADDRESS/PRINCIPAL POINT OF CONTACT NAME & TITLE: [REDACTED], Office of Mayor Peyton

ADDRESS: 214 North Hogan Street, 8th floor

TELEPHONE: 904.255.8282

FAX: 904.630.2391

E-MAIL: [REDACTED]@coj.net

EXPLAIN HOW THE DECISION WAS MADE TO IDENTIFY A [POTENTIAL] FISCAL AGENT AND WHAT EXPERTISE AND EXPERIENCE THIS ORGANIZATION CAN BRING TO THE WEED AND SEED EFFORT:

DESCRIBE THE FISCAL AGENCY'S EXPERIENCE WITH OTHER FEDERAL, STATE OR LOCAL GRANT PROGRAMS AND THE ABILITY TO LEVERAGE PUBLIC/PRIVATE RESOURCES

The City of Jacksonville, as the Lead Agency and Fiscal Agent will provide grant administration and financial management. This project is a community project, initiated by the Mayor's office and will be administered under the auspices of the City. The City of Jacksonville manages an annual budget of \$954,000,000 budget and can bring the experience and fiscal management skills to this community project. Over the years, the City of Jacksonville has received and successfully managed grant awards from the U.S. Department of Homeland Security (UASI Program, Emergency Management Programs, Fire Administration Programs); The Department of Justice (Youthbuild); U.S. Department of Health and Human Services (Ryan White Program); etc.

VI. E. ADDITIONAL NEIGHBORHOOD RESOURCE PROVIDERS

LIST ANY ADDITIONAL NEIGHBORHOOD RESOURCE PROVIDERS THAT WILL BE A RESOURCE OR COORDINATING PARTNER IN THE WEED AND SEED EFFORT THAT DO NOT YET SERVE ON THE STEERING COMMITTEE OR THE SUB-COMMITTEES.

ADDITIONAL NEIGHBORHOOD RESOURCE PROVIDER CHART

ORGANIZATION	CONTRIBUTION/COMMITMENT (BASED ON STRATEGIC PLAN)
Police Athletic League	Youth programs
Florida Department of Children and Families	Re-entry efforts, mental health
Local Schools:	Youth programs, educational initiatives
MAD DADS	Community interaction, youth programs, coordination efforts with JSO and community residents
Operation New Hope/Ready for Work	Economic revitalization, housing, ex-offender re-entry and workforce development
Worksource	Job Training and Job Resource Bank
Project SOS (Strengthening Our Students)	Youth Development Programs in target area (middle and high-schools)

VII. COORDINATION COMPONENTS**VII. A. PARTNERSHIPS, COLLABORATIONS AND FEDERAL, STATE, LOCAL, PRIVATE AND TRIBAL PROGRAM COORDINATION:****PLEASE DESCRIBE ANY ONGOING OR PLANNED --****FEDERAL PARTNERSHIPS/COLLABORATION:**

- ✓ US Attorney's Office – Oversight of Weed and Seed Initiative; provide technical assistance for strategy development; provide prosecutions and serve as a voting member on the WSSC
- ✓ Drug Enforcement Administration – Weeding efforts – work with JSO narcotics and patrol officers to provide in-depth cooperative efforts in drug-related strategies and serve as a voting member on WSSC
- ✓ Bureau of Alcohol, Tobacco and Firearms – Weeding efforts – work with JSO regarding firearms and violent crime strategies

STATE PARTNERSHIPS/COLLABORATION:

- ✓ State Attorney's Office – prosecution efforts;

LOCAL PARTNERSHIPS/COLLABORATION:

- ✓ City of Jacksonville: Office of the Mayor; Housing and Neighborhoods Division; Planning Division – Grant oversight and fiscal management
- ✓ Jacksonville Sheriff's Office: Patrol, Narcotics, Corrections, Crime Analysis – coordination and implementation of all weeding effort, community policing initiatives, data collection and analysis
- ✓ FreshMinistries (non-sectarian 501 (c) 3 humanitarian organization) – implementation of seeding activities
- ✓ Jacksonville Children's Commission – seeding activities
- ✓ Boys and Girls Club of NE Florida – seeding activities
- ✓ The Bridge of NE Florida – seeding activities
- ✓ Downtown Vision, Inc. - business and community representation
- ✓ East Jacksonville Initiative – seeding activities
- ✓ Eastside Environmental Council – seeding activities
- ✓ Phoenix Avenue Minimart and Soul Food Restaurant – seeding activities
- ✓ Communities In Schools (Duval County Public Schools) – seeding activities
- ✓ Sheriff's Advisory Council – weeding and seeding activities
- ✓ Florida Community College of Jacksonville – seeding activities

PRIVATE PARTNERSHIPS/COLLABORATION [IF ANY]:

- ✓ Edward Waters College – program/strategy evaluation assistance

TRIBAL PARTNERSHIPS/COLLABORATION [IF ANY]: N.A.

CROSSCUTTING PARTNERHIPS/COLLABORATION [IF ANY]: N.A.

VII. B. COORDINATION STRATEGIES: PROVIDE A DETAILED NARRATIVE DESCRIBING THE COORDINATION OF PROPOSED PROGRAMS WITH OTHER FEDERAL, STATE AND OR/LOCAL PROGRAMS.

Federal Programs: Local Enforcement Block Grant; Community Development Block Grant

State Programs:

Local Programs: City of Jacksonville's, Jacksonville Journey, Anti-Crime Initiative, Jacksonville's Public Service Grant Program

DESCRIBE HOW THE PARTNERSHIPS FORMED TO IMPLEMENT THE FOUR ELEMENTS OF THE WEED AND SEED STRATEGY ARE LINKED TOGETHER TO ACCOMPLISH COMMON GOALS.

- 1) COORDINATION WITHIN AND BETWEEN ELEMENTS. DISCUSS YOUR EFFORTS TO ENSURE THE VARIOUS PARTNERING AGENCIES INVOLVED IN YOUR WEED AND SEED STRATEGY WILL COMMUNICATE WITH ONE ANOTHER, COORDINATE THEIR ACTIVITIES, AND PROVIDE REFERRALS TO EACH OTHER.**

The partnerships that formed, as a result of the Weed and Seed project, to implement the Weed and Seed strategies have worked collaboratively in the past on other similar projects and have existing and/or long term agreements and/or relationships. The Weed and Seed effort is an opportunity to coalesce these agencies and organizations to better coordinate and implement the Strategic Plan and better still to leverage the combined resources.

The Law Enforcement and Community Policing Subcommittee will develop a method to be used throughout the law enforcement process to identify and process crime and criminals within the Weed and Seed area to ensure all activity is captured and reported accurately.

Communication will be ensured through the Lead Agency, the Weed and Seed Coordinator and the WSSC.

- 2) LAW ENFORCEMENT COORDINATION WITHIN AND AMONG W & S ELEMENTS: EXPLAIN HOW LAW ENFORCEMENT STRATEGIES WILL BE COORDINATED WITH THE OTHER ELEMENTS OF THE STRATEGY.**

With initiatives already in place for law enforcement (weeding) efforts as well as the seeding components from FreshMinistries and other organizations, it is imperative to coordinate current and future programming in a coordinated manner. Critical to program success is the constant and transparent communication between the Lead Agency, JSO and the Weed and Seed Coordinator. The Weed and Seed Coordinator will provide information dissemination to the WSSC and the Subcommittees. Within the WSSC and the Subcommittees there will be monthly meetings to present, discuss and evaluate project activities. The Weed and Seed Coordinator will also present Weed and Seed information to the community via community meetings, bulletins, etc. Participation will also include the Sheriff's Advisory Council (police and citizens). Moreover, the Weed & Seed Coordinator will work with JSO to ensure that the law enforcement efforts are implemented and completed in a timely manner and consistent with the overall Strategic Plan, ensuring that as partnerships and elements evolve and change, information is disseminated to keep all informed.

- 3) COMMUNITY POLICING LINKAGES. EXPLAIN HOW THE COMMUNITY POLICING STRATEGY WILL BE COORDINATED WITH THE OTHER ELEMENTS OF THE STRATEGY (LAW ENFORCEMENT, PREVENTION/INTERVENTION/TREATMENT, AND NEIGHBORHOOD RESTORATION).**

Several citizen-based initiatives to encourage active participation of residents in the Weed and Seed Area are already in place and will be expanded and enhanced to ensure project success.

FreshMinistries currently holds monthly community meetings at the Eastside Resource Center. As a result of

FreshMinistries efforts in the community, several neighborhood groups have formed in response to the community needs: the East Jacksonville Initiative and the Eastside Environmental Council. These groups are intimately involved with the residents and have their hands on the pulse of the community. A positive outcome of the Resource Center and the evolving community groups is an increase in community participation and level of commitment.

The Sheriff's Advisory Council (ShAdCo) for Zone 1, Sub-Sector A and B, which is within the proposed Weed and Seed Area, holds monthly meetings encouraging the community and the police to discuss problems, exchange crime information, and coordinate community policing activities. JSO implemented the ShAdCos ten years ago and the program has proven to be an effective model for community policing and building positive citizen-police relationships.

The City of Jacksonville's Neighborhoods Department holds regular Neighborhood Association Meetings to provide a convenient and effective vehicle for interactive communication between the City and its citizens.

Recently, JSO implemented the Operation Safe Streets (OSS) strategy. Through OSS officers make direct, positive contact with citizens to develop a sense of trust and comfort with the police. The citizen outreach program has realized great success and made more than 8,000 contacts in the initial implementation phase. It will be continued and an integral component to the Weed and Seed initiative to increase positive citizen-police interaction.

4) PREVENTION, INTERVENTION AND TREATMENT LINKAGES. DISCUSS HOW YOU WILL ENSURE THAT PREVENTION, INTERVENTION, AND TREATMENT PROGRAMS ARE COORDINATED IN ORDER TO AVOID DUPLICATION OR GAPS IN SERVICES.

Building on the efforts of FreshMinistries, the City, and JSO, partnerships will continue to develop and be formed to strengthen the community, focusing on the root causes of the prevalence of violence and crime. This component of the Strategic Plan is to evaluate and implement programs that are responsive to the community's needs for social services.

The Weed and Seed Coordinator will be the gate keeper of the "seeding" component. In addition to a dedicated coordinator for the Weed and Seed project, identifying and designating a "Safe Haven" will ensure that the community has a "one-stop shop" for direct-connect services. These two elements (coordinator and safe haven) will be effective tools, ensuring that services are not duplicated and/or if gaps exist, they will be identified and addressed through the WSSC and the Strategic Plan.

5) NEIGHBORHOOD RESTORATION LINKAGES. EXPLAIN HOW YOU INTEND TO COORDINATE THE NEIGHBORHOOD RESTORATION STRATEGY WITH THE ECONOMIC DEVELOPMENT PLANS OF THE CITY OR COUNTY.

As with many older cities, failing or inadequate infrastructure and neglected properties are often accompanied by an increase in crime. To address this, a coordinated effort is needed to not only improve the neighborhoods structurally, but also improve the sense of pride inherent in vital, strong communities.

Springfield and Downtown Jacksonville have experienced an infusion of economic development over the past few years, with East Jacksonville and Lincoln Trace on the cusp of this activity. In fact, the East Jacksonville Housing Alliance is currently working with a number of community partners such as the Jacksonville Housing Authority; FreshMinistries; Habijax; Operation New Hope; First Baptist Church of Oakland, to construct affordable housing in the East Jacksonville, area.

The Springfield Main Street Project, which is Main St. N 4th to 12th Street is approximately 37% complete and includes the following elements: New sidewalks; brick pavers; decorative landscaping, bus stop updates; and street widening. The estimated \$8 million project funds used to support this renovation project are funded by the

City of Jacksonville.

DISCUSS THE SIGNS OF ANY ECONOMIC REVITALIZATION, IN THE CONTEXT OF ECONOMIC DEVELOPMENT NEEDS IN YOUR COMMUNITY AND HOW IT RELATES TO THE DESIGNATED AREA.

The Proposed Weed and Seed Area falls within a Federally designated Empowerment Zone, as well as a State designated Enterprise Zone. Economic Activities include housing development projects, a full-service business incubator, employment readiness and skills training, neighborhood beautification and restoration, crime watch, and Jacksonville Journey Task Force Initiative projects, at an estimated \$30 million.

MEMORANDUM OF AGREEMENTS (MOA): CCDO REQUIRES THAT ALL PARTNERING AGENCIES SIGN A MOA, OUTLINING HOW THEY WILL BE INVOLVED IN IMPLEMENTING THE WEED AND SEED STRATEGY. USE THE CHART PROVIDED BELOW TO INDICATE WHICH AGENCIES HAVE SIGNED A MOA. PLEASE DO NOT SUBMIT THE MOAS WITH THE APPLICATION TO CCDO. YOU WILL BE ASKED TO PROVIDE THESE AGREEMENTS DURING ONSITE MONITORING VISITS IF APPROVED IN 2009 AS A WEED AND SEED COMMUNITY.

NEIGHBORHOOD RESOURCE PROVIDERS

ORGANIZATION	TYPE AND LENGTH OF SERVICE OR COMMITMENT
City of Jacksonville	Lead/Fiscal Agent – Match funding @25%
Jacksonville Sheriff's Office	Representative and law enforcement support, match funding for law enforcement activities
United States Attorney's Office	Representative and law enforcement liaison
State Attorney's Office	Representative and prosecutorial resources
Drug Enforcement Administration	Representative and law enforcement support
Bureau of Alcohol, Tobacco and Firearms	Representative and law enforcement support
FreshMinistries	Representative, Safe Haven location, staff assistance, neighborhood resource information and meeting space
Jacksonville's Children Commission	Representative, meeting space, and resource for children's programs
Downtown Vision, Inc.	Representative and downtown resident's and businesses resource information
Sheriff's Advisory Council	Representative and neighborhood resource information
Communities In Schools	Representative, and resource for children's programs
Boys and Girls Clubs of NE Florida	Representative, meeting space, and resource for children's programs
The Bridge of NE Florida, Inc.	Representative, meeting space, and resource for children's programs

VII. C. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION:

DESCRIBE THE ROLE OF RESIDENTS IN THE COMMUNITY POLICING ELEMENT OF THE STRATEGY:

- ❖ Weed and Seed residents will have an active role on the Steering Committee (25%). The current Co-chair is a Weed and Seed resident;
- ❖ Residents will be encouraged to seek membership in the Sheriff's Advisory Council (ShAdCo) to provide

information to police, interact and build with rapport with other residents involved with ShAdCo, and share crime-base status reports to Weed and Seed residents;

- ❖ Weed and Seed partners (Steering Committee, Sub-committees, ShAdCo) will disseminate Weed and Seed information to area residents to encourage community engagement;
- ❖ The Community Policing Subcommittee will have resident representation to encourage active participation providing neighborhood information, general opinions and feedback on strategy. This level of participation will ensure the area residents are part of the strategic plan and its implementation.

DESCRIBE THE ROLE OF RESIDENTS IN THE PREVENTION/INTERVENTION/TREATMENT ELEMENT OF THE STRATEGY:

- ❖ Weed and Seed residents will have an active role on the Steering Committee, as well as the P/I/T Subcommittee (an integral part of the strategic planning process);
- ❖ Weed and Seed partners (Steering Committee, Subcommittees, ShAdCo) will disseminate Weed and Seed program information to area residents;
- ❖ Neighborhood Associations and residents will be encouraged to participate in community meetings and events organized through the Safe Haven;
- ❖ Residents will be encouraged to provide referrals to Weed and Seed programs from among the citizenry.

DESCRIBE SAFE HAVEN(S) OPERATIONS INVOLVEMENT OF RESIDENTS:

- ❖ Weed and Seed residents will have an active role on the Steering Committee, as well as the P/I/T Subcommittee (an integral part of the strategic planning process), which is essential to the Safe Haven activities;
- ❖ Residents will be encouraged to volunteer and participate with program implementation;
- ❖ Residents will be invited to attend all Safe Haven community meetings and events;
- ❖ Residents will be encouraged to utilize direct-connect services;
- ❖ Residents will be invited to make suggestions and recommendations regarding services;
- ❖ Residents will be encouraged to serve on Weed and Seed P/I/T Subcommittee.

DESCRIBE THE ROLE OF RESIDENTS IN THE NEIGHBORHOOD RESTORATION ELEMENT OF THE STRATEGY:

- ❖ Weed and Seed residents will have an active role on the Steering Committee, as well as the P/I/T Subcommittee (an integral part of the strategic planning process);
- ❖ Residents will be encouraged to volunteer and participate with neighborhood clean-up activities;
- ❖ Residents will be encouraged to participate in Safe Haven and Neighborhood Association meetings and activities as it relates to neighborhood development, enforcement, etc;
- ❖ Residents will be encouraged on serve on Weed and Seed Neighborhood Restoration Subcommittee.

VII. D. COMMUNICATION PLAN:

PROVIDE INFORMATION DESCRIBING THE FOLLOWING:

- **HOW RESIDENT LEADERSHIP WILL BE DEVELOPED AND MAINTAINED WITHIN THE SITE;**

First and Foremost, the City of Jacksonville's Co-Chair; a JSO representative; the Weed and Seed Coordinator; and a community representative, will attend the Middle District of Florida, Weed & Seed Core Team Training, September 25-26, 2008. The expected topics will include Community Development; Asset-Based Community Development; Community Organizing & Coalition Building; Leadership Development; Neighborhood Standards and Behavior; and Measuring Success.

The City of Jacksonville, Department of Recreation and Community Services, County Extension Office, Family and Consumer Science agents provide workshops, educational series, home study courses, newsletters, media articles, volunteer training programs, exhibits, demonstrations, publications and office consultations. The volunteers for the Leadership Programs are provided by Home and Community Educators. These programs are scheduled at the request of groups and can be designed to target specific information for the audience.

It is anticipated that a Leadership Training Series will be developed for the Weed and Seed Steering Committee focusing on such topics as personal leadership styles; team building; cultural diversity; etc. These workshops will be scheduled to meet the needs of the Weed and Seed participants. The training will be provided early in the

implementation process to ensure committee success.

To familiarize the Committee members with police department operations, etc., the Jacksonville Sheriff's Office offers an 11-week Citizens Academy that provides an overview of departmental functions and hands-on activities for participants (driving and firing range). Committee members will also be invited to participate with officer ride-alongs to acquaint committee members with routine activities of policing, particularly in the Weed and Seed Area.

In order to continue Committee growth and development, the group will continuously look for leadership and skill development opportunities, especially Weed and Seed related trainings and activities, capacity building and funding resource development.

- **COMMUNICATION TOOLS AND APPLICATIONS;**

During most of the Committee meetings, as well as the community meetings, communication was defined as a critical component to this strategy, either as a means to convey the general message or reach and motivate the community to participate in the implementation of the strategy.

One of the first actions of the Weed and Seed Steering Committee will be to create a Communications Subcommittee that will have the primary responsibility to implement a Formal Weed and Seed Communications Plan.

Within the framework of the Communications Plan are the following elements:

- ✓ Internal communications (Lead Agency, Weed and Seed Committee and Subcommittees)
- ✓ External communications (Safe Haven, Neighborhood Associations, and the ShAdCo)

The internal communications will ensure that all partners are fully informed of all Weed and Seed activities.

For internal communications: Identify needs such as: (a) creating a deeper understanding of other existing activities and how they fit in the overall Committee's objectives; (b) identifying common issues and experiences and how they were handled; (c) avoiding duplication of work, (d) keeping Committee members and Lead Agency informed of progress and obstacles in projects; (e) identifying areas of internal collaboration; and (f) enhancing communication with external audiences.

The tools that will be utilized for internal communication will be e-mail (meeting invitations, updates, etc.), and project specific memos (project updates, needs, etc.).

The external communications will function as a tool to inform and encourage community participation.

For external communications: Identify external communication needs according to the audiences and in different contexts. It is anticipated that the external communications will be developed as follows:

- ❖ Web Link (general community population)
- ❖ Weed and Seed Brochure (general community population)
- ❖ Weed and Seed Newsletter (Safe Haven; Neighborhood Associations and ShAdCo)

At the basis of both internal and external communication is the primary need to build community awareness, as it is imperative to project implementation. The Weed and Seed Steering Committee, through the activities of the Safe Haven (monthly community meetings, etc.) will work to build community awareness through personal contact.

- **RESIDENT INVOLVEMENT ON THE STEERING COMMITTEE/SUBCOMMITTEES;**

Jacksonville's Weed and Seed Committee have a dynamic group of community members dedicated and fully engaged. The Weed and Seed Steering Committee's Co-Chair is a long-time local resident and a local business

owner. The residents involved represent Historic Springfield and East Jacksonville and have worked throughout the strategic planning process to provide valuable community input regarding the needs and solutions for the neighborhoods within which they reside.

- **FOCUSED/CONTINUED OUTREACH STRATEGIES; AND**

Even as this strategic plan was in process, the Committee recognized the need for additional stakeholders, as well as the need for community business participation. As a group, the Committee is dedicated to evaluating the program as it evolves and making necessary outreach based on the program needs and community needs. Outreach is an ongoing element of the Weed and Seed Effort and will be implemented through the City of Jacksonville, the Jacksonville Sheriff's Office, FreshMinistries, the Weed and Seed Safe Haven, Weed and Seed Neighborhood Associations, and the ShAdCos. Activities could include press releases, web information, and neighborhood awareness programs.

- **OTHER COMMUNICATIONS AND PUBLIC RELATIONS ELEMENTS.**

- ❖ Media coverage of major events, personal success stories (print, radio and television) – these activities will be ongoing and will be coordinated by the Weed and Seed Coordinator;
- ❖ Appearance of Weed and Seed participants (citizens, JSO officers, City personnel, other partners) on JSO television show, Signal 94, and on city-sponsored television shows, updating community viewers as well as soliciting support and/or participation;
- ❖ City of Jacksonville Website;
- ❖ JSO Website;
- ❖ FreshMinistries Website;

VIII. BUDGET, SUSTAINABILITY AND LEVERAGING:

VIII. A. BUDGET DETAIL AND BUDGET NARRATIVE (SEE ATTACHMENT)

VIII. B. SUSTAINABILITY AND LEVERAGING:

DISCUSS YOUR PLAN TO LEVERAGE COMMUNITY RESOURCES IN SUPPORT OF YOUR WEED AND SEED STRATEGY AND YOUR SUSTAINABILITY EFFORTS THAT WILL ALLOW YOU TO BUILD VOLUNTEER, IN-KIND, FINANCIAL, AND OTHER SUPPORT THAT WILL ENABLE YOU TO CONTINUE THE STRATEGY ON A LONG-TERM BASIS. YOU MUST INCLUDE EXISTING DEPARTMENT OF JUSTICE PROGRAMS IN YOUR COMMUNITY THAT WILL BE COORDINATED AS PART OF YOUR WEED AND SEED STRATEGY:

SUMMARIZES FUNDING THAT WILL BE INCORPORATED INTO PROGRAMS/ACTIVITIES BY:

1. TOTAL FEDERAL GRANT/FUNDING DOLLARS WHICH WILL BE INCORPORATED INTO THE PROJECT: \$1 MILLION
2. TOTAL STATE/LOCAL GRANT/FUNDING DOLLARS WHICH WILL BE INCORPORATED INTO THE PROJECT: \$333,333 match cash and in-kind
3. TOTAL OTHER FUNDS LEVERAGED WHICH WILL BE INCORPORATED INTO THE PROJECT: A percentage of the estimated \$30 million in Jacksonville Journey Safety Budget currently before the City Council.

DEFINE AT WHAT STAGE PROGRAMS/ACTIVITIES WILL BE FULLY FUNDED BY SOURCES OTHER THAN WEED AND SEED AND BY WHAT MEANS THIS WILL OCCUR: By 2014, programs will be self-sufficient and integrated into budgets within the City of Jacksonville, JSO, FreshMinistries and partners.

IX. OUTCOMES AND EVALUATION –

SUMMARIZE THE METHODS/TIMETABLE TO BE USED FOR REPORTING, MONITORING, AND ASSESSING THE INITIATIVE:

The Weed and Seed Steering Committee will utilize the following methods:

- ❖ Academic-based survey tool: baseline survey conducted at the beginning of Year 1, comparative survey conducted at the end of Year 2 and a final survey conducted at the end of Year 5;
- ❖ Jacksonville Sheriff's Office Crime Analysis Unit (CAU) will conduct on-going (weekly and summary reports) with GIS mapping capabilities utilized to capture and report data;

As information is collected, it will be reported and disseminated to the Steering Committee. The Steering Committee will use this data to determine program effectiveness and will make program modifications as deemed necessary

IX. A. PERFORMANCE MEASURES:

INDICATE CHOSEN OUTCOMES AND PERFORMANCE MEASURES:

Weed Effort (Over five year implementation plan):

- ❖ Reduction in violent crimes, drug-related, gun crimes and youth-related crimes;
- ❖ Increase in drug arrests, particularly dealers and suppliers;
- ❖ Increase in prosecutions with maximum penalties at the local, state and federal level;
- ❖ Increase in positive police presence, visibility and citizen interaction; and
- ❖ Increase in citizen satisfaction and perceived safety.

Seed Effort

- ❖ A dedicated individual to coordinate "seeding" activities;
- ❖ A community "Safe Haven" resource center (direct-connect services);
- ❖ Enhanced and/or Expanded educational opportunities;
- ❖ Increased community identification and pride;
- ❖ Increased youth and adult programs (prevention and intervention);
- ❖ Increase in new, affordable housing and home ownership; and
- ❖ Improved infrastructure including roads, parks and utilities.

DESCRIBE: HOW PARTNERS WILL TRACK, EVALUATE, AND REPORT PROGRESS AND PERFORMANCE MEASURES ON AN ONGOING BASIS. The Weed and Seed strategies will be evaluated on a continual basis throughout the life of the grant and beyond, ensuring that each initiative continues to meet its established outcomes, or to make adjustments in programming as efforts evolve, validating program integrity and viability as it relates to the overall strategy.

In the early stages of Weed and Seed, the Steering Committee will work with a local college (Department of Criminal Justice) to develop, conduct and evaluate a community survey. The survey will include questions such as perceptions; most pressing problems and how problems should be addressed (similar in scope to the survey questions in the UNF East Jacksonville Study). The survey will also include questions relative to law enforcement efforts and general community services, as provided by the City.

The survey tool will be designed by the students, academic advisors, and the Weed and Seed Steering Committee, and administered by the students. The survey methodology will be used to analyze the information collected to ensure validity and accurate analysis. Following the analysis, the students will provide a detailed report to the Steering Committee, as a means to confirm proposed strategies and/or make adjustments to further develop

programming.

Similar surveys, modified in conjunction with programming, will be conducted in Years 3 and 5 to gauge performance of each initiative, particularly those that directly impact citizens. Upon completion of each survey, a report will be drafted and provided to the Steering Committee, and disseminated as necessary to program stakeholders.

▪ **HOW PROCESS CHANGES (WORKLOAD, ACTIVITIES, ETC.) CAN BE MEASURED.**

The Crime Analysis Unit of the Jacksonville Sheriff's Office will maintain and analyze a vast database of information from and relating to the Weed and Seed site, including:

- ❖ Calls for Service
- ❖ Crimes (particularly violent, gun and gang related incidents)
- ❖ Field investigation reports
- ❖ Arrests
- ❖ Drug activity
- ❖ OSS efforts
- ❖ DART efforts
- ❖ Prisoner release/recidivism

▪ **HOW IMPACTS/OUTCOMES ARE MEASURED AND SPECIFIC INDICATORS ARE STATED.**

In addition to analysis of all available data, the citizen survey information will be incorporated into reports in the impacts and outcomes of each initiative.

▪ **THAT BASELINE DATA SHOULD BE INCLUDED BOTH FOR THE AREAS TARGETED AND ALSO THE CITY AS A WHOLE FOR COMPARISON.**

Baseline data will include several years of crime and arrests data, which currently exists within the Crime Analysis Unit's databases. This data resource includes citywide information, as well as the Weed and Seed area.

▪ **USE OF SPECIFIC INDICES BY WHICH TARGET CRIME(S) WILL BE REDUCED THROUGH THE INITIATIVE.**

Year 1: Measurable goals will be designed and applied to micro (hotspot/location) and macro (Weed and Seed area) levels.

Micro-level goals:

JSO Analysts will scan and evaluate the entire Weed and Seed area in order to identify hotspots that have the most significant combination of existing and/or upward trending non-domestic, gun-related crimes and calls or complaints from citizens relating to guns. These hotspots will be selected with Weed and Seed partners for micro-level coordinated crime reduction with the following statistical goals:

- ❖ Reduce non-domestic violence by 5% (25% over five year period)
- ❖ Reduce gun-related crimes by 5% (25% over five year period)
- ❖ Reduce gun-related citizen generated calls by 5% (25% over five year period)
- ❖ Prevent any relative displacement increases for the greater Weed and Seed area

Macro-level goals:

Through a combination of targeted micro-level goals and other collaborations planned with the Weed and Seed area, the statistical goals are as follows:

- ❖ Conduct initial Weed and Seed community-wide survey in Year 1 (for comparative use in Year 2 and to measure final program success in Year 5)
- ❖ Increase Field Interviews and information reports by 5% over previous 4 year average
- ❖ Increase Sheriff's Advisory Councils (ShAdCos) membership by 5%

Year 2: Measurable goals will be designed and applied to micro (hotspot/location) and macro (Weed and Seed area) levels.

Micro-level goals:

JSO Analysts will scan and evaluate the entire Weed and Seed area in order to identify hotspots that have the most significant combination of existing and/or upward trending non-domestic, gun-related crimes and calls or complaints from citizens relating to guns. These hotspots will be selected with Weed and Seed partners for micro-

level coordinated crime reduction with the following statistical goals:

- ❖ Reduce non-domestic violence by 5% (25% over five year period)
- ❖ Reduce gun-related crimes by 5% (25% over five year period)
- ❖ Reduce gun-related citizen generated calls by 5% (25% over five year period)
- ❖ Prevent any relative displacement increases for the greater Weed and Seed area

Macro-level goals:

Through a combination of targeted micro-level goals and other collaborations planned within the Weed and Seed area, the statistical goals are as follows:

- ❖ Conduct Weed and Seed community-wide survey at the End of Year 2 with an improved community perception goal of 10% as compared to the initial community perception rating in Year 1
- ❖ Reduce non-domestic violence and gun-related crime by 10% over Year 1 increase
- ❖ Reduce gun-related citizen generated calls by 10% over Year 1 increase
- ❖ Increase Field Interviews and information reports by 10% over Year 1 increase
- ❖ Increase Sheriff's Advisory Councils (ShAdCos) membership by 10% over Year 1 increase

IX. B. EVALUATION

DISCUSS THE PLAN FOR EVALUATING THE WEED AND SEED STRATEGY. YOU MUST HAVE AN EVALUATION PLAN AND CONDUCT AN OBJECTIVE EVALUATION OF THE IMPLEMENTATION OF YOUR STRATEGY IN ORDER TO MEASURE ITS PROGRESS AND SUCCESS.

JSO's Crime Analysis Unit (crime analyst and supervisor) and the Weed and Seed Coordinator, with the Lead Agency and Steering Committee oversight, will be responsible for conducting on-going Weed and Seed area assessments. The individuals associated with the assessment have either practical skills and/or experience in similar program activities such as the Crime Analysis Unit is experienced with data analysis and GIS. In fact, the JSO's Crime Analysis Unit is nationally recognized as one of the most progressive units in law enforcement. Analysts and the supervisor routinely make presentations at workshops and meetings on innovative uses of data and GIS in law enforcement crime analysis.

The methodologies for reporting, monitoring, assessment and evaluation implementation will include a database designed to meet the specific needs of the Weed and Seed project, with analysis conducted based on academic methodologies. In addition to data review, Geographic Information Systems (GIS) mapping will be used extensively to provide a clear picture of the problems, initiatives and outcomes.

Weekly data and analysis reports, which include hotspot and density mapping, will be distributed by CAU staff to the JSO Administration (Sheriff, Undersheriff, Director of Patrol and Enforcement, Director of Investigations, and Homeland Security, Chief of Patrol, Chief of Detectives and Zone 1 Commander), Weed and Seed patrol supervisors and officers. Regular meetings will be held to discuss the results and any potential changes or modifications to the strategies. This information will also be addressed during the bi-weekly meetings of the Department of Patrol and Enforcement staff. In particular, the analysis will include:

- ❖ Number of strategies implemented and completed;
- ❖ Results of those strategies;
- ❖ If results met the performance measures;
- ❖ How changes to the strategies have altered (improved or worsened) expected outcomes.

In addition to crime-related data measures, the Weed and Seed Coordinator will measure and track the performance of the overall Weed and Seed project implementation as defined by the goals and objectives outlined in the Strategic Plan.

The U.S. Attorney and Weed and Seed Steering Committee will monitor overall progress.

FY 2009 WSC CONTACT INFORMATION: (Indicate by asterisk the contact person(s) with whom CCDO should communicate for follow-up on the application.)	
NAME OF COMMUNITY: Urban Core/East Jacksonville CITY/STATE: Jacksonville, Florida	
UNITED STATES ATTORNEY	GRANTEE OFFICIAL POINT OF CONTACT
Name: <u>Robert E. O'Neill</u> Title: <u>US Attorney</u> District: <u>Middle District of Florida</u> Address: <u>400 N. Tampa St., Ste. 3200</u> <u>Tampa, FL 32602</u> Phone: <u>(813) 274-6000</u> Fax: <u>(813) 274-274-6358</u> E-Mail:	Name: <u>John Peyton*</u> Title: <u>Mayor</u> Agency: <u>City of Jacksonville</u> Address: <u>117 West Duval Street</u> Phone: <u>(904) 630-1776</u> Fax: E-Mail: <u>jpeyton@coj.net</u>
USAO CONTACT	WEED & SEED SITE DIRECTOR
Name: <u>William Daniels</u> Title: <u>LEC/Community Resource Specialist</u> District: <u>Middle District of Florida</u> Address: <u>400 N. Tampa St., Ste. 3200</u> <u>Tampa, FL 32602</u> Phone: <u>(813) 274-6388</u> Fax: <u>(813) 274-6108</u> E-Mail: <u>William.daniels@usdoj.gov</u>	Name: <u>[REDACTED]</u> Title: <u>Weed & Seed Coordinator</u> Agency: <u>Fresh Ministries</u> Address: <u>1225 West Beaver Street</u> Phone: <u>(904) 854-4444</u> Fax: E-Mail: <u>[REDACTED]@freshministries.org</u>
DEA CONTACT	LAW ENFORCEMENT CONTACT
Name: <u>Randall Bohman</u> Title: <u>Assistant Special Agent in Charge</u> Agency: <u>Drug Enforcement Administration</u> Address: <u>4077 Woodcock Dr., Ste. 210</u> Phone: <u>(904) 348-7417</u> Fax: E-Mail: <u>randall.s.bohman@usdoj.gov</u>	Name: <u>John Rutherford</u> Title: <u>Sheriff</u> Agency: <u>Jacksonville Sheriff's Office</u> Address: <u>501 E. Bay St. Jacksonville, FL 32202</u> Phone: <u>(904) 630-2120</u> Fax: <u>(904) 630-4709</u> E-Mail: <u>6740ljm@jaxsheriff.com</u>
DEFINITIONS: 1) <i>United States Attorney</i> - current United States Attorney serving the site's district. 2) <i>USAO Contact</i> - contact person at the U.S. Attorney's Office who provides assistance and support to the Weed and Seed site (e.g. LECC Coordinator, Assistant U.S. Attorney, etc.) 3) <i>DEA Contact</i> – Drug Enforcement Administration representative serving on the Weed and Seed Steering Committee who provides support to the Weed and Seed Community. 4) <i>Grantee Official Point of Contact</i> – head of the <u>Fiscal Agency</u> who is to be contacted on official matters involving this application and future Weed and Seed funds, and who is authorized to enter into contracts for the agency (e.g. person who signed application). 5) <i>Weed and Seed Site Director</i> - person who handles the day-to-day operations and administrative requirements of the Weed and Seed strategy (e.g. coordinates Seeding and Weeding elements, prepares progress reports, organizes steering committee meetings, has continuous contact with CCDO on matters involving the grant and budget, etc). 6) <i>Law Enforcement Contact</i> - person administering the law enforcement strategy in the designated area (e.g. Weeding coordinator).	

Budget Detail Worksheet**Year 1****Federal Request for Seeding Activities are denoted in Blue****Federal Request for Weed Activities are denoted in Red***Match for Both Weed and Seed is denoted in Italics***A. Personnel**

Name/Position	Computation	Cost
Weed and Seed Coordinator	\$46,000 X 100% of seeding activities	\$46,000
Police Overtime	\$50 per hour X 264 overtime hours = \$13,200 (5 officers)	\$13,200
Public Safety Analyst (Civilian Position) Overtime	\$40 per hour X 250 overtime hours	\$10,000
<i>Administrative Support</i>	<i>5.65% of time - MATCH</i>	<i>\$5,000</i>
<i>Administrative Support Financial</i>	<i>6.25% of time- MATCH</i>	<i>\$4,000</i>
<i>Administrative Support Public Relations</i>	<i>5% of time- MATCH</i>	<i>\$2,500</i>
<i>Police Overtime</i>	<i>\$50 per hour X 225 hours - MATCH</i>	<i>\$11,250</i>
<i>Public Safety Analyst (Civilian Position) Overtime) Overtime</i>	<i>\$40 per hour X 200 hours - MATCH</i>	<i>\$8,000</i>
Sub-Total		\$99,950

B. Fringe Benefits

Name/Position	Computation	Cost
<i>Weed and Seed Coordinator</i>	<i>\$46,000 X 17% - MATCH FICA @ \$3,519 W/C @ \$655.50 Health Ins. @ \$3,427.08</i>	<i>\$7,820</i>
Police Overtime	\$13,200 X 1.45% (Medicare only)	\$192
Public Safety Analyst (Civilian Position) Overtime	\$10,000 X 1.45% (Medicare only)	\$145
<i>Administrative Support</i>	<i>\$5,000 X 9% - MATCH FICA @ \$382.50 W/C @ \$71.25</i>	<i>\$454</i>
<i>Administrative Support Financial</i>	<i>\$4,000 X 9% - MATCH FICA @ \$306 W/C @ \$57</i>	<i>\$363</i>
<i>Administrative Support Public Relations</i>	<i>\$2,500 X 9% - MATCH FICA @ \$191.25 W/C @ \$35.63</i>	<i>\$227</i>
<i>Police Overtime</i>	<i>\$11,250 X 1.45% (Medicare only) - MATCH</i>	<i>\$163</i>
<i>Public Safety Analyst (Civilian Position) Overtime</i>	<i>\$8,000 X 1.45% (Medicare only) - MATCH</i>	<i>\$116</i>
Sub-Total		\$9,444

C. Travel

Purpose of Travel	Location	Computation	Cost
1.) CCDO Training Sponsored Events: 2 trips and Law Enforcement Rep	TBD	2 people @ \$1000/trip X 1 trips (MATCH) Airfare - \$500/trip x 1 trips = \$500; Hotel - 100/night x 3 nights = \$300; Per Diem - \$40/day x 4 days = \$160; Incidentals (taxis, etc) = \$40/trip Total \$1000 per trip	\$2,000
1.) CCDO Training Sponsored Events: 2 trips W/S Coordinator	TBD	2 people @ \$1000/trip X 2 trips (MATCH) Airfare - \$500/trip x 2 trips = \$1,000; Hotel - 100/night x 3 nights = \$300; Per Diem - \$40/day x 4 days = \$160; Incidentals (taxis, etc) = \$40/trip Total \$1000 per trip	\$4,000
2.) Regional/Statewide Training Meeting: 3 people	TBD	3 people @ \$500 x 1 trip (MATCH) Mileage/airfare not exceed 300 miles x 0.325/mi x 2 (roundtrip) = \$195	\$1,500
Sub-Total			\$7,500

D. Equipment

Item	Computation	Cost
Sub-Total		\$0

E. Supplies

Supply Items	Computation	Cost
Community Policing – program supplies	Contact Cards - 20,000 @ \$.54 = \$10,800 Crime Problem Mail-In Cards – 15,500 @ \$.60 = \$9,300 Flyers Announcing Meetings, Events – 16,000 @ \$.25 = \$4,000	\$24,100
Community Policing – program supplies	Crime Problem Mail-In Cards – 6667 @ \$.60 = \$4,000 (Match)	\$4,000
Weed and Seed Office Supplies	\$166.67/month @ 12 months Print/flyers 5000 @ .25 = \$1,250 Postage 400 @ .42 = \$168 File folders 8 packs @ 15 each =	\$2,000

	\$125; Pens 10 packs @ \$10 per pack = \$100; Telephone \$30 X 12 months = \$360 (Match)	
Desktop Computer	1 item(Match)	\$2,000
Sub-Total		\$32,100

F. Construction

Sub-Total	\$0
------------------	------------

G. Consultants/Contracts

Name of Consultant	Computation	Cost
Youth Program Consultant – TBD	20 hours/week X \$20 an hour X 9 weeks	\$3,600

H. Other Costs

Sub-Total	\$0
------------------	------------

Total Project Costs

Budget Category	Seed	Weed
A. Personnel	\$57,500	\$42,450
B. Fringe	\$8,828	\$616
C. Travel	\$5,500	\$2,000
D. Equipment	\$0	\$0
E. Supplies	\$4,000	\$28,100
F. Construction	\$0	\$0
G. Consultants/Contracts	\$3,600	\$0
H. Other		\$0
Total Direct Costs	\$79,428	\$73,166

Federal Request Only

Budget Category	Seed Activities	Weed Activities
A. Personnel	\$46,000	\$23,200
B. Fringe	\$0	\$337
C. Travel	\$0	\$2,000
D. Equipment	\$0	\$0
E. Supplies	\$0	\$24,100
F. Construction	\$0	\$0
G. Consultants/Contracts	\$3,600	\$0
H. Other		\$0
Total Direct Costs	\$49,600	\$49,637

Budget Category	Weed Federal Request	Weed Match	Total Weed
A. Personnel (Law Enforcement)	\$23,200	\$19,250	\$42,450
B. Fringe (Law Enforcement)	\$337	\$279	\$616

C. Travel	\$2,000	\$0	\$2,000
D. Equipment	\$0	\$0	\$0
E. Supplies (Law Enforcement information)	\$24,100	\$4,000	\$28,100
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$0	\$0	\$0
H. Other	\$0	\$0	\$0
Total Direct Costs	\$49,637	\$23,529	\$73,166
I. Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$49,637	\$23,529	\$73,166

Budget Category	Seed Federal Request	Seed Match	Total Seed
A. Personnel (W/S Coordinator and support)	\$46,000	\$11,500	\$57,500
B. Fringe (Seeding support)	\$0	\$8,828	\$8,828
C. Travel	\$0	\$5,500	\$5,500
D. Equipment	\$0	\$0	\$0
E. Supplies (W/S Coordinator desktop computer)	\$0	\$4,000	\$4,000
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$3,600	\$0	\$3,600
H. Other	\$0	\$0	\$0
Total Direct Costs	\$49,600	\$29,828	\$79,428
I. Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$49,600	\$29,828	\$79,428

Budget Summary

Budget Category	Federal Request	Non-Federal Match	Total Budget
A. Personnel	\$69,200	\$30,750	\$99,950
B. Fringe	\$337	\$9,107	\$9,444
C. Travel	\$2,000	\$5,500	\$7,500
D. Equipment	\$0	\$0	\$0
E. Supplies	\$24,100	\$8,000	\$32,100
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$3,600	\$0	\$3,600
H. Other	\$0	\$0	\$0
Total Direct Costs	\$99,237	\$53,357	\$152,594
I. Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$99,237	\$53,357	\$152,594

Federal Request: \$99,237

Non-Federal Match: \$53,357

BUDGET NARRATIVE

Total Project costs for the City of Jacksonville's Weed and Seed Project is **\$152,594** with \$53,357 match funding committed to support the project.

The Federal request for the City of Jacksonville's Weed and Seed Project is **\$99,237**. The funding for this project will be allocated as follows:

Personnel:

\$99,950

- 1.) A federal request of \$46,000 to cover personnel costs for the full-time Weed and Seed Coordinator to conduct seeding activities at the Safe Haven.
- 2.) A federal request of \$13,200 will cover the cost of overtime for Officers involved in the Weed and Seed area.
- 3.) A federal request of \$10,000 will cover the cost of overtime for a Public Safety Analyst (Civilian Position) to conduct crime analysis of the weed and seed area. Position activities will include crime mapping and reporting for the Weed and Seed area.
- 4.) A match amount of \$5,000 will cover 5.65% of time on administrative support for the W/S Safe Haven.
- 5.) A match amount of \$4,000 will cover 6.25% of time on administrative support/financial for the W/S Safe Haven.
- 6.) A match amount of \$2,500 will cover 5% of time on administrative support/public relations for the W/S Safe Haven.
- 7.) A match amount of \$11,250 will cover the cost of 225 hours of overtime @ \$50 an hour for Officers involved in the Weed and Seed area.
- 8.) A match amount of \$8,000 will cover the cost of 200 hours of overtime @ \$40 an hour for a Public Safety Analyst (Civilian Position) involved in the Weed and Seed area

Fringe Benefits:

\$9,444

- 1.) A federal request of \$192 will cover the cost of Medicare @ 1.45% of the total \$15,000 in overtime costs for Officers involved in the Weed and Seed area.
- 2.) A federal request of \$145 will cover the cost of Medicare @ 1.45% of the total \$10,000 overtime for a Public Safety Analyst (Civilian Position).
- 3.) A match amount of \$363 @ approximately 9% of \$4,000 to cover fringe benefits for administrative support/financial.
- 4.) A match amount of \$454 @ approximately 9% of \$5,000 will cover fringe benefits for administrative support.
- 5.) A match amount of \$7,820 @ approximately 17% of \$46,000 will cover fringe benefits for the full-time Weed and Seed Coordinator.
- 6.) A match amount of \$227 @ approximately 9% of \$5,000 will cover fringe benefits for administrative support/public relations.
- 7.) A match amount of \$163 will cover the cost of Medicare @1.45% of the total \$11,250 in overtime match funds for Officers involved in the Weed and Seed area.
- 8.) A match amount of \$116 will cover the cost of Medicare @1.45% of the total \$8,000 in overtime match funds for Public Safety Analyst (Civilian Position) involved in the Weed and Seed area.

Travel:

\$7,500

A federal request of \$2,000 to cover 1 trip for two law enforcement representatives at \$1,000 per person or a total of \$2,000.

A match amount of \$5,500 will cover the costs to travel to Weed and Seed conferences and meetings. Estimated costs of the CCDO-sponsored events are approximately \$1,000 per trip, with two representatives in attendance at a total of three trips (\$1,000 x 2 people x 3 trips = \$6,000). For one regional/statewide meeting, we estimate \$500 per person, three people traveling (\$500 x 3 people x 1 trip = \$1,500). We understand that prior to travel, the site needs pre-approval by CCDO. These estimated trips include representation of the Weed and Seed Coordinator and one Law Enforcement Representative per trip.

Equipment:

\$0

Supplies

\$32,100

A federal request of \$24,100 to cover the community policing initiative supplies such as crime problem mail-in cards, etc to provide information to local Weed and Seed community members.

A match amount of \$4,000 to cover a portion of the crime problem mail-in cards.

A match \$2,000 for a desktop computer for the Weed and Seed Coordinator to conduct Weed and Seed business via e-mail, Internet, etc. to help prepare required reports to the Office of Justice Programs and to prepare reports for the Weed and Seed Steering Committee, the City of Jacksonville, and general program information for community members.

A match of \$2,000 will cover the supply cost for the Weed and Seed Coordinator, which includes the cost for printing neighborhood flyers, postage, pens and file folders to conduct daily business. This match also covers the cost for phone service.

Construction:

\$0

Consultants/Contracts

\$3,600

A federal request of \$3,600 will provide a contracted youth worker to develop and implement youth leadership training through community service, instilling community pride, involving youth in neighborhood restoration and reducing juvenile crime through meaningful activities for youth. The youth worker will conduct activities for 9 weeks in the summer, for 20 hours/week x \$20/hour.

Other Costs

\$0